

From: Colvin, Andrew
Sent: Thursday, 23 August 2018 2:55 PM
To: All-AFP-Staff
Subject: 2018 Staff Survey [DLM=For-Official-Use-Only]

For-Official-Use-Only



Colleagues

I am today releasing the [results of the 2018 AFP Staff Survey](#) to the organisation, and would like to thank everyone who participated. The response rate of 62 per cent is an excellent outcome, and an increase of five per cent on the 2015 survey. In a period of change for our organisation, it is pleasing to know members are engaged and interested in what's happening across the AFP.

I view this survey as an important part of an ongoing conversation between members and the executive. Your feedback will continue to help to shape how we implement change in the AFP and build for the future. On the whole, the 2018 survey results reflect the fact that the AFP is still in the early stages of a significant period of change. And it should be acknowledged that in many ways, the important changes we have seen in recent years are, in part, the AFP's response to feedback received from staff 2015 Staff Survey.

I have now had time to reflect on the feedback you provided in the survey, and it is important for our leadership group to take responsibility for the outcomes, as well as how we respond. It will take time to fully understand all aspects of the results, but I want to share some of my early observations with you:

- Across all areas, the results indicate a decline in both the negative/disagree and positive/agree response rates. This has resulted in a larger number of neutral responses across much of the survey. Given the period of change we are currently experiencing, I am not surprised there is uncertainty in the workforce, which is reflected in these findings.
- Staff indicated they have spent more time participating in formal education and training since the 2015 survey.
- There has been a significant decrease in negative/disagree perceptions relating to 'leadership' (reduced from 27% in 2015 to 10% in 2018) and 'communication' (reduced from 18% to 10%).
- Many respondents commented on perceptions of nepotism and cronyism. There is a very clear message that staff want to see greater levels of accountability and equitable treatment across the board, for members of the executive as well as the Band 1-8 cohort.
- There are still issues with bullying and harassment in our workplace (19% in 2015, increasing to 21% in 2018).

- There has been a significant increase in the negative/disagree perceptions relating to 'performance management' (increasing from 68% in 2015 to 77% in 2018); 'application of merit' (increase from 48% in 2015 to 64% in 2018); and confidence in the processes the AFP uses to resolve employee grievances (increase from 38% in 2015 to 56 % in 2018), and
- Staff want more face time with members of the Executive team

So what happens next? Initially, we will focus our efforts towards addressing the four areas that your feedback has shown need significant attention: performance management; promotion processes; bullying and harassment; and trust in the executive. The AFP People Committee, which is part of the recently overhauled Key Committees Framework, will be responsible for overseeing what actions the AFP is taking to address these concerns.

It is also important to recognise that the Staff Survey has not happened in isolation. A number of initiatives are already taking place that recognise some of the concerns reflected in the survey results. These include:

- Establishing a Performance Culture Program that will develop better mechanisms to provide support and guidance for leaders managing performance issues, while providing greater levels of transparency in relation to processes associated with performance management
- Reviewing the Industrial Relations Framework to improve processes before the next round of enterprise bargaining begins. The Executive acknowledges that delays in commencing and finalising the EA had a significant impact on the workforce, and we are taking steps to ensure these delays do not happen again, including consideration of appointing a lead negotiator in the near future to work alongside the IR Framework Review.
- Significant changes to the recruitment process to address concerns about transparency and fairness. This includes a review of the how the de-identification process is working.
- Continuing to enhance our learning and development, focusing on strengthening our leadership cohort to better support the workforce. This includes new team leader development and executive leadership programs, and the creation of an AFP Leadership Centre, which will be led by NMWD&C.

Today, National Managers have been provided with their individual functional level reports. Between today and the end of September, reports will be provided to Managers providing them with a greater level of feedback about staff sentiment in their areas. I expect your leadership team to discuss the 2018 Staff Survey results with you and encourage your participation by continuing to raise with them issues of concern.

Further information about the steps being taken in response to the survey, and the progress we are making, will be provided on the [staff survey Hub page](#) as it becomes available. We will continue to update you about the strategies being developed, while the [People Committee](#) is responsible for overseeing their implementation.

Thank you again to those who took the time to participate in the survey and for sharing your views.

Andrew

ANDREW COLVIN
COMMISSIONER
EXECUTIVE

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2018 AFP Staff Survey



AFP
AUSTRALIAN FEDERAL POLICE

June 2018

Research Design

This study was quantitative in nature, involving a series of n=4,127 online interviews.

The research process was as follows:

- A questionnaire (based on previous evaluations) was provided to Woolcott Research by the AFP;
- The questionnaire was finalised and an online version was set-up and approved;
- The main survey was launched on 9 May 2018;
- A generic survey link was provided on the AFP intranet service, and employees were encouraged to access the link to fill in the questionnaire;
- A 'landing page' was established that provided users a unique URL which in turn permitted them to pause the survey and complete it when time permitted;
- The fieldwork period ended on 6 June 2018;
- An end sample of n=4,127 completed questionnaires resulted, representing 61.8% of all AFP staff;
- Data cleansing, coding and analysis was then undertaken by Woolcott Research.

Guidelines for Interpreting Results

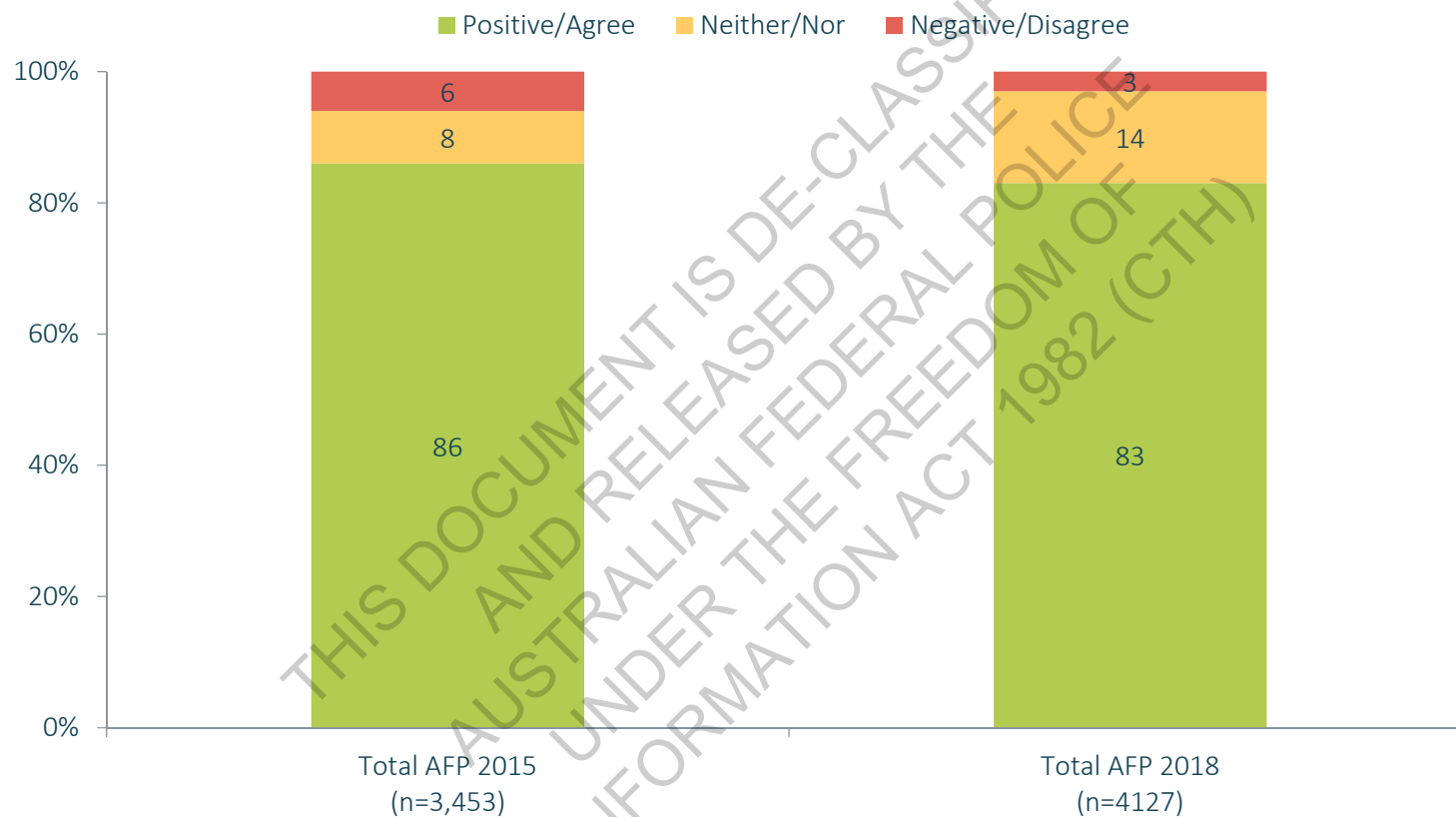
In instances where Likert* scales were used, the guidelines below were applied to determine which survey outcomes represent 'strengths' and which are 'opportunities'.

Descriptor	Depiction	Definition
Key Strength	★★	NET positive score at or greater than 90%
Strength	★	NET positive score at or greater than 80%, and NET negative score at or below 20%
Borderline Strength	☆	NET positive score at or greater than 77%, and NET negative score at or below 23%
Mid-ranging Result	★	Results do not meet any of the above or below criteria
Borderline Opportunity	☆	NET positive score at or less than 73%, and NET negative score at or above 27%
Opportunity	★	NET positive score at or less than 70%, and NET negative score at or above 30%
Key Opportunity	★★	NET negative score at or above 50%

*Likert scaling is a bipolar scaling method, measuring positive and negative response to a statement, typically with a 'neutral', 'undecided' or middle option.

Organisational Challenges

Perceptions of 'Role'



Total AFP 2015
(n=3,453)

Total AFP 2018
(n=4127)

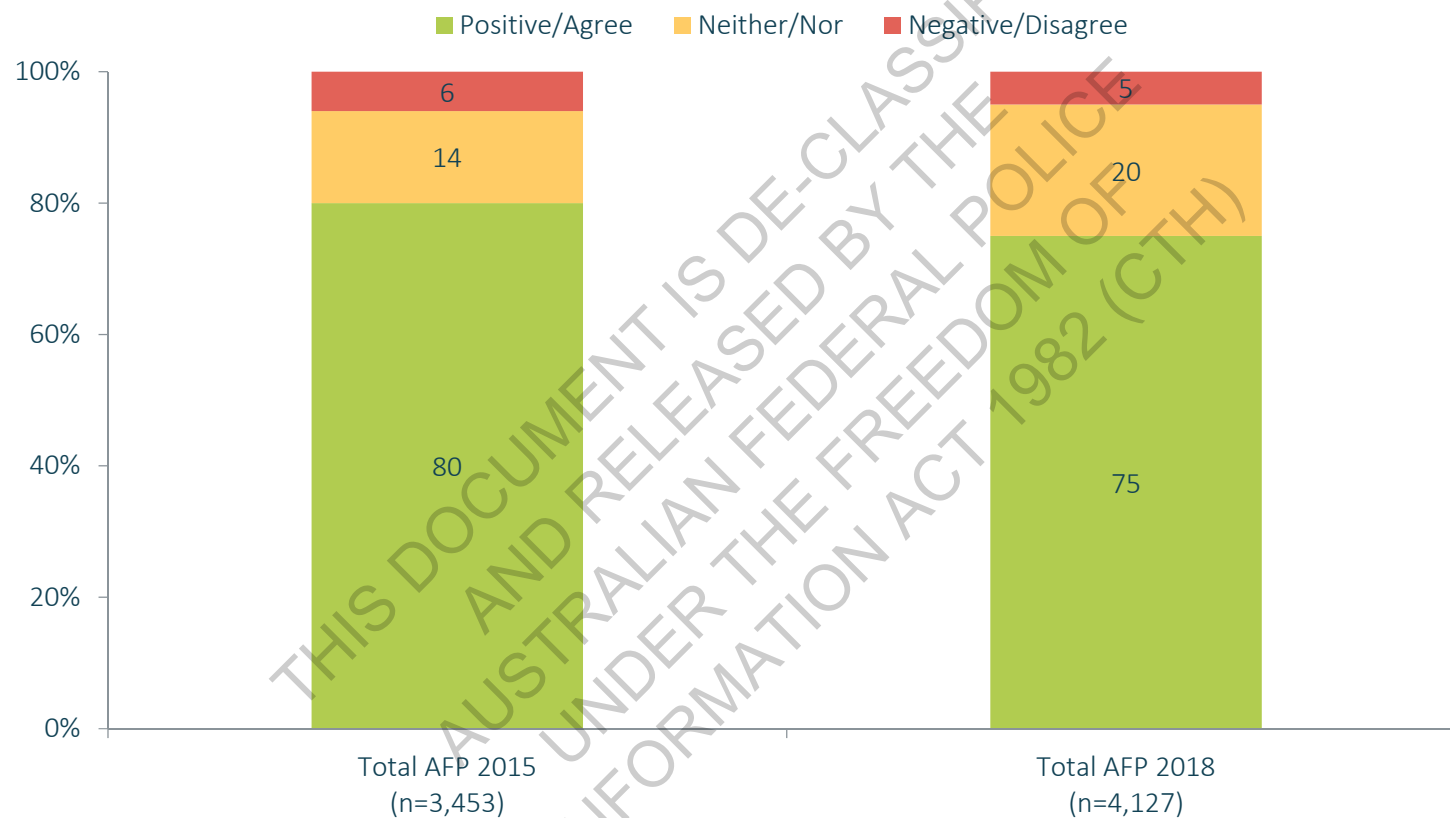


Q25a. I am clear what is expected of me at work
Q25k. I am clear what my duties and responsibilities are
Q25q. I understand how my work fits into the overall aim of the organisation
Base: All respondents (n=4,127)

Q25d. I know how to go about getting my job done
Q25m. I am clear about the goals and objectives of the AFP

* WARNING: Small Base Size

Perceptions of 'Peer Support'



Total AFP 2015
(n=3,453)



Total AFP 2018
(n=4,127)

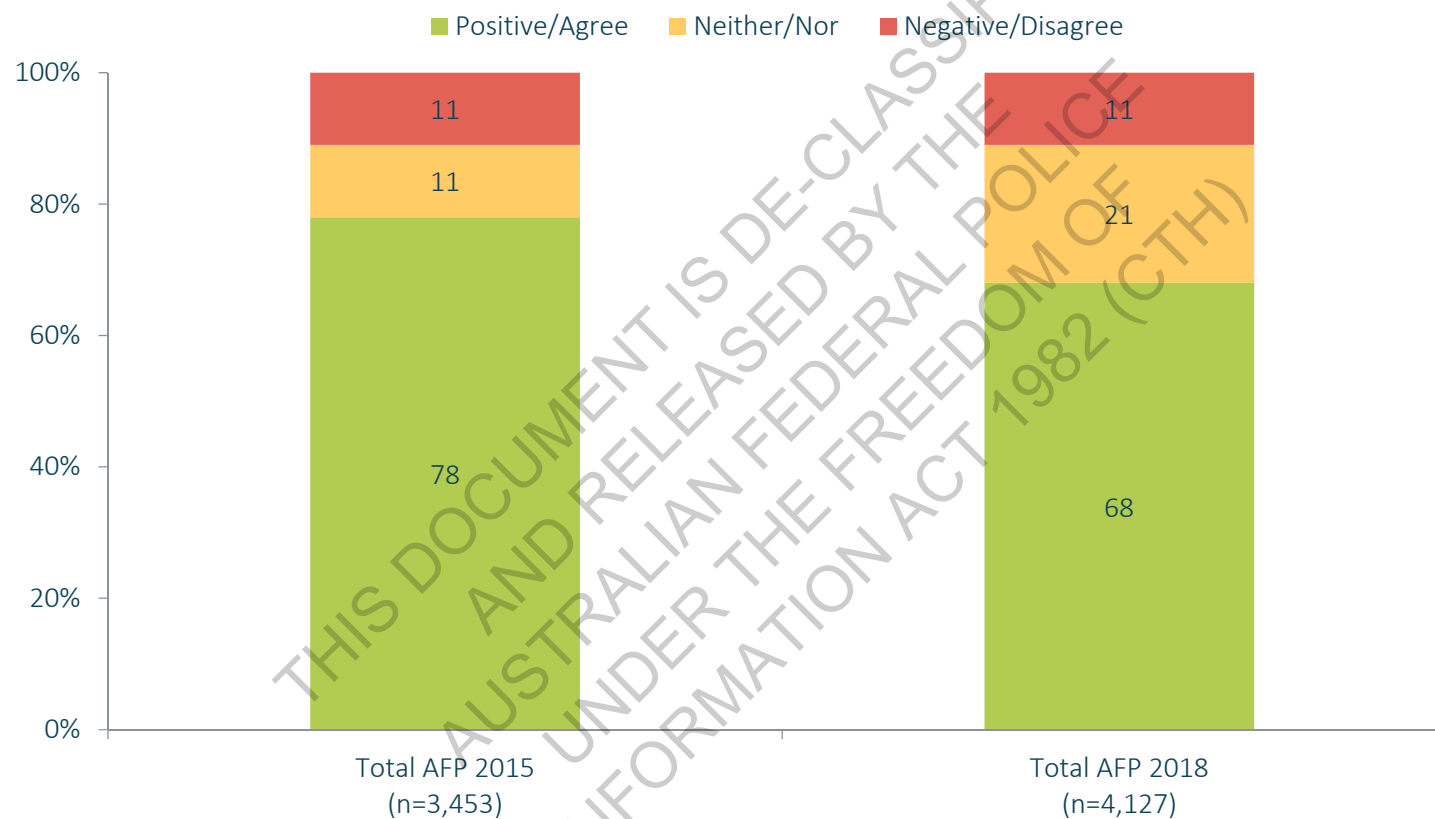


Q25g. If work gets difficult, my colleagues will help me
Q25w. I get help and support I need from colleagues
Base: All respondents (n=4,127)

Q25y. I receive the respect at work I deserve from my colleagues
Q25cc. My colleagues are willing to listen to my work-related problems

* WARNING: Small Base Size

Perceptions of 'Relationships'



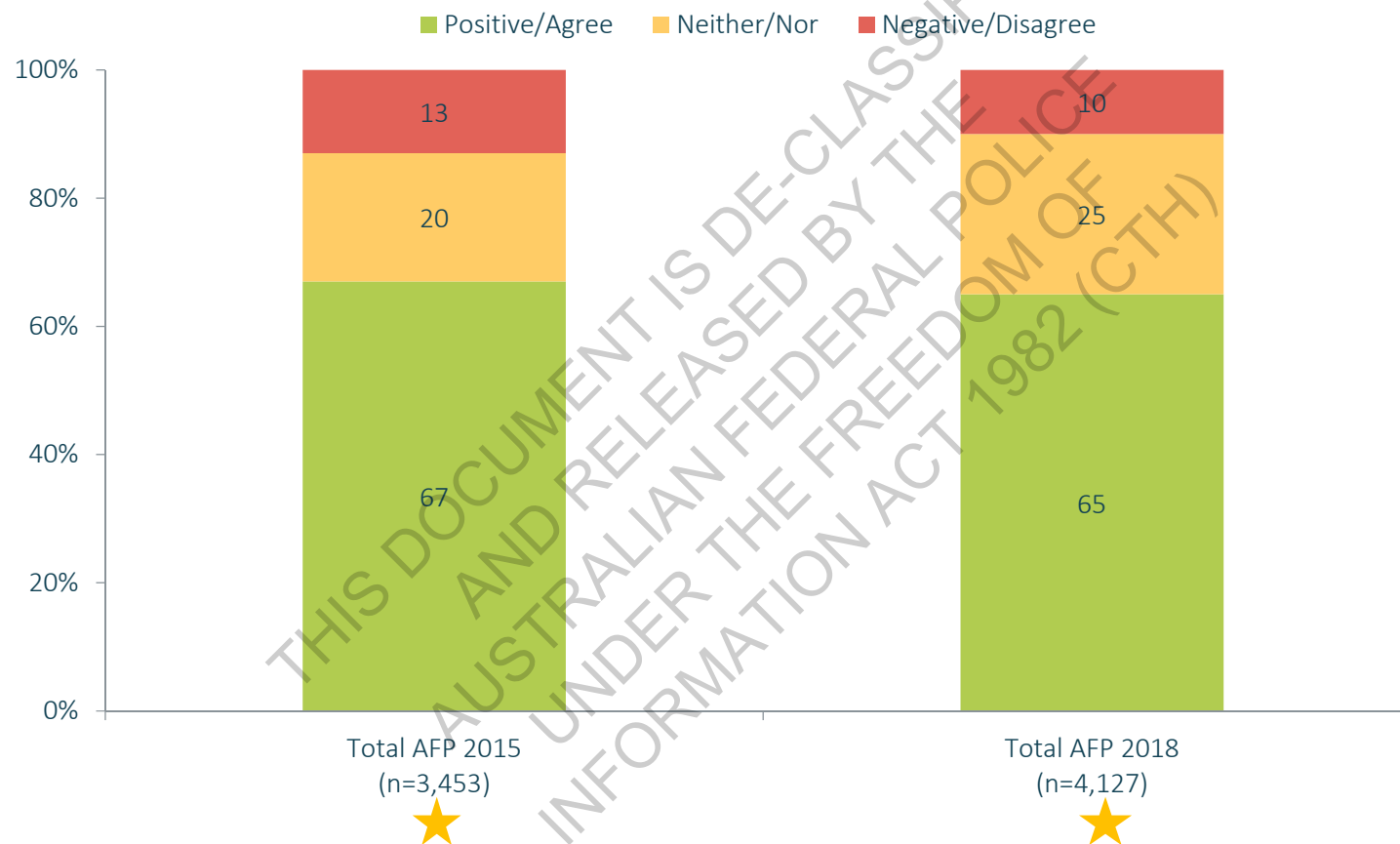
Total AFP 2015
(n=3,453)

Total AFP 2018
(n=4,127)

Q25e. I am subject to personal harassment in the form of unkind words or behaviour
Q25n. There is friction or anger between colleagues in my team
Base: All respondents (n=4,127)

Q25u. I am subject to bullying at work
NOTE: As statements were 'negative' the scales have been reversed

Perceptions of 'Management Support'



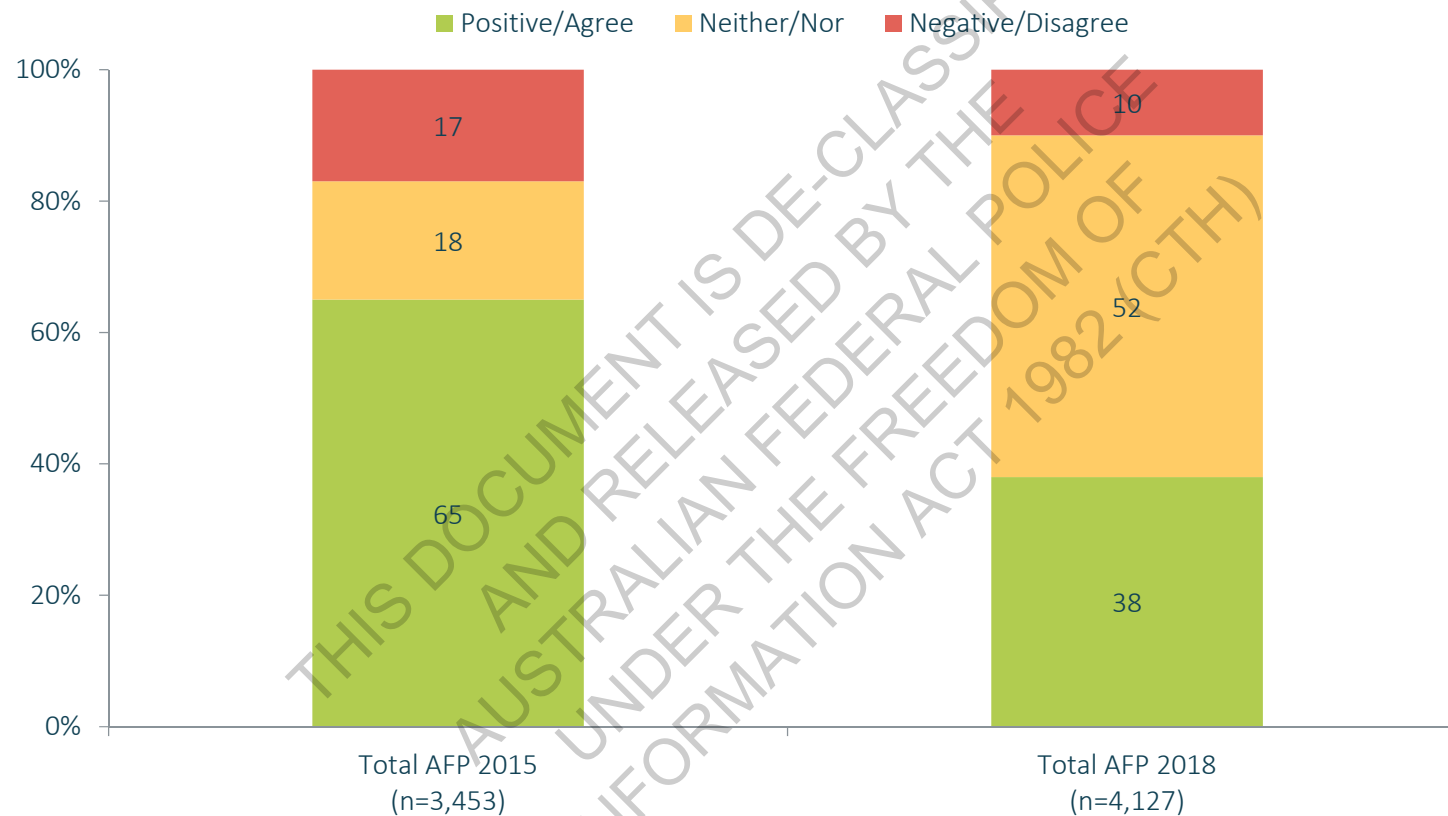
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Q25h. I am given supportive feedback on the work I do
Q25aa. I can talk to my supervisor about something that has upset or annoyed me about work
Q25dd. I am supported through emotionally demanding work
Base: All respondents (n=4,127)

Q25v. I can rely on my supervisor to help me out with a work problem
Q25ee. My supervisor encourages me at work

* WARNING: Small Base Size

Perceptions of 'Control'



Total AFP 2015
(n=3,453)



Total AFP 2018
(n=4,127)

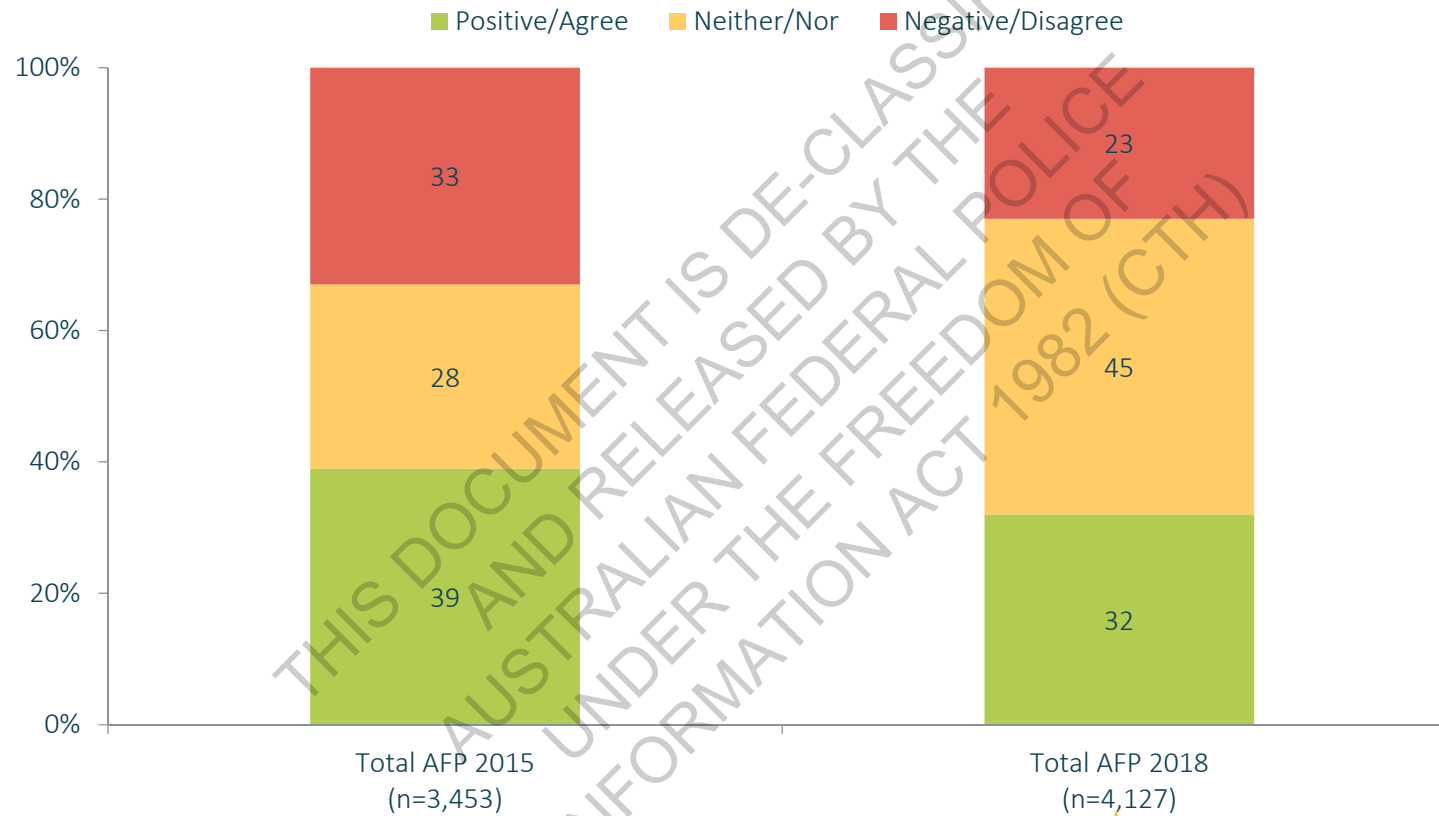


Q25b. I can decide when to take a break
Q25o. I have a choice in deciding how I do my work
Q25p. I am unable to take sufficient breaks
Base: All respondents (n=4,127)

Q25j. I have a say in my own work speed
Q25s. I have a choice in deciding what I do at work

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Perceptions of 'Demands'



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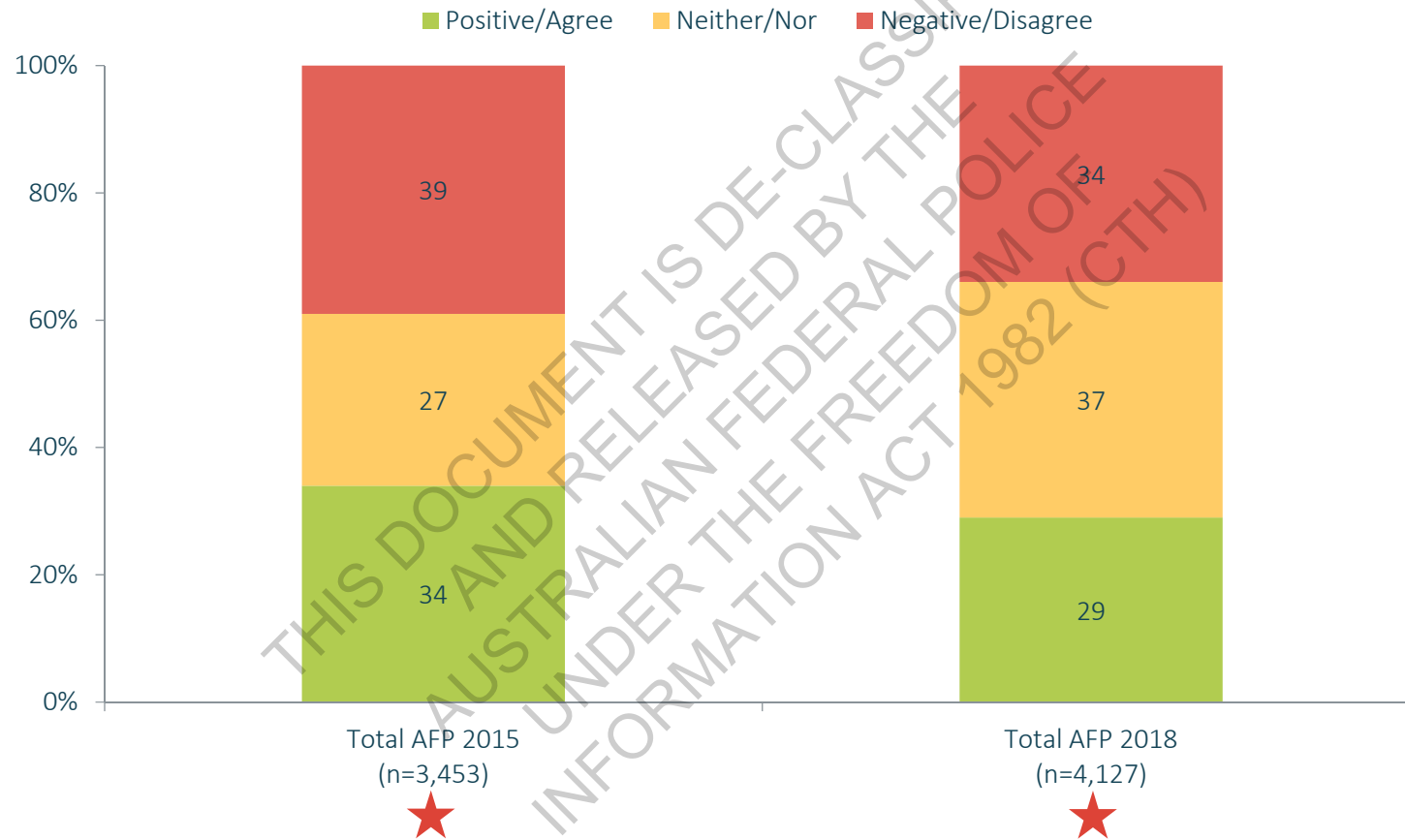


Q25c. Different groups at work demand things from me that are hard to combine
Q25i. I have to work very intensively
Q25r. I am pressured to work long hours
Base: All respondents (n=4,127)

Q25f. I have unachievable deadlines
Q25l. I have to neglect some tasks because I have too much to do
Q25t. I have to work very fast

NOTE: As statements were 'negative' the scales have been reversed

Perceptions of 'Change'



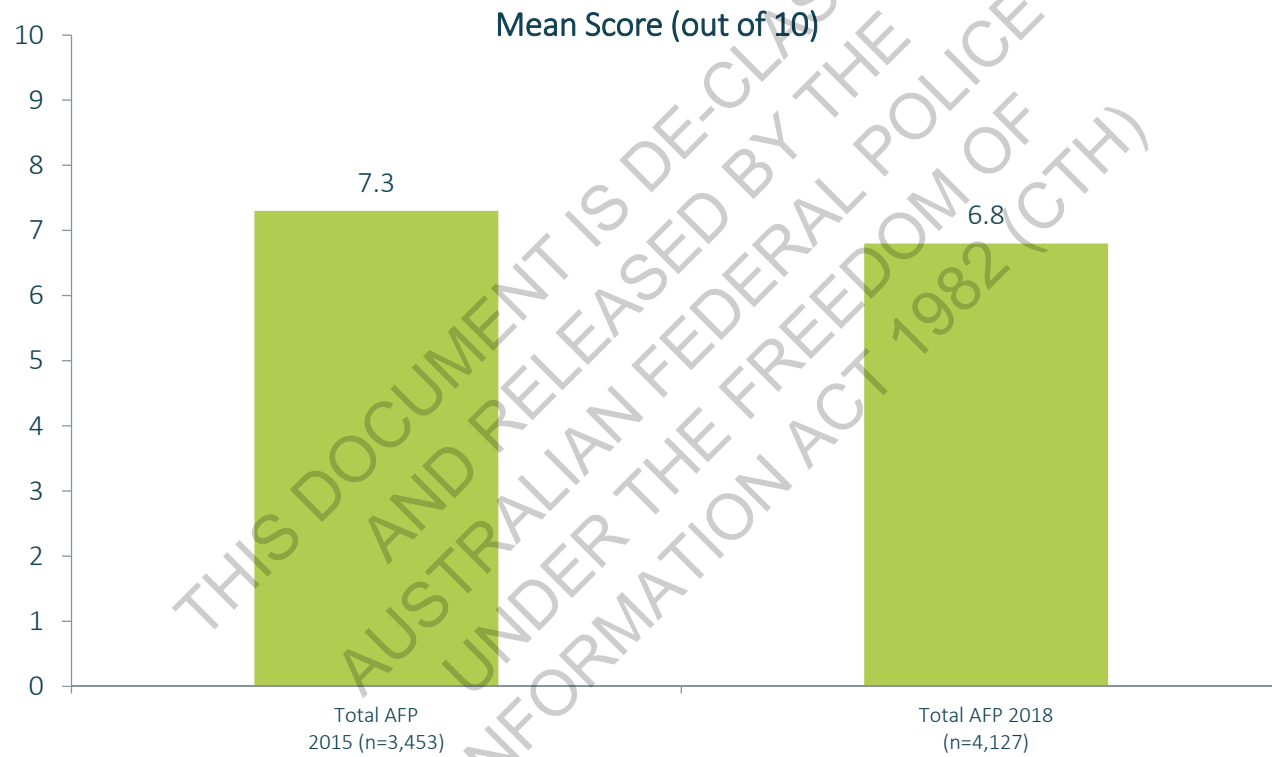
Q25x. I have sufficient opportunities to question managers about change at work
 Q25z. Staff are consulted about change at work
 Base: All respondents (n=4,127)

Q25cc. When changes are made at work, I am clear how they will work out in practice

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Overall Rating - Working in the AFP

Overall Rating



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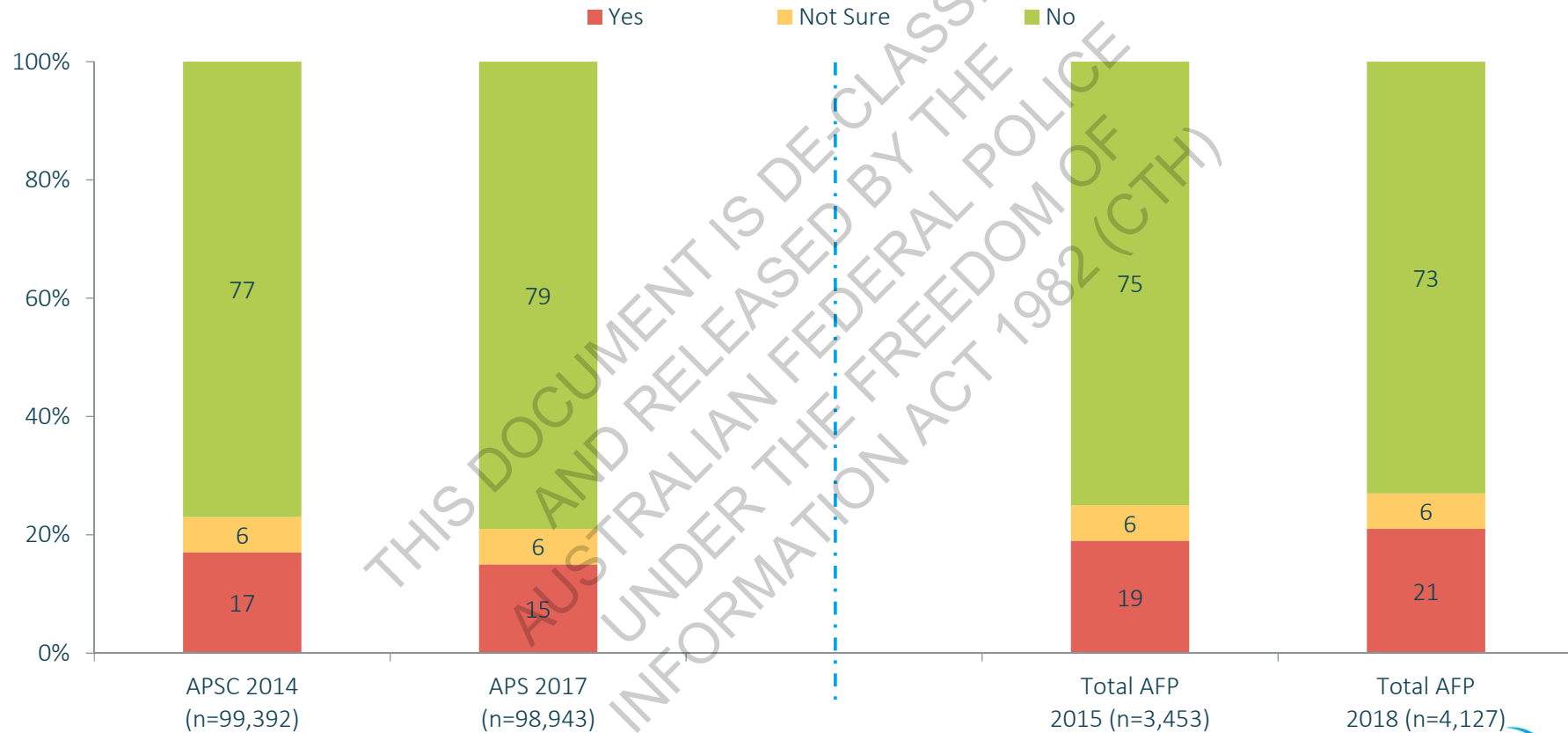
Q53. How do you rate working in the AFP overall on a scale from 1 to 10? (1 being very low, 5 being average, and 10 being great)

Base: All respondents (n=4,127)

* WARNING: Small Base Size

Bullying & Harassment

Subjected to Bullying or Harassment in the Workplace



Q30. During the last 12 months have you been subjected to harassment or bullying in your workplace

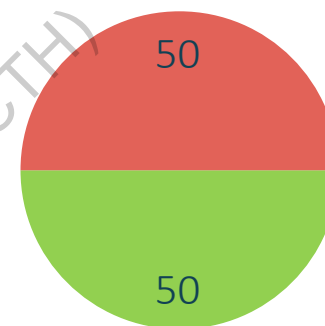
* WARNING: Small Base Size

Type of Bullying or Harassment Experienced

Type	Total (n=880) %
Malicious spreading of rumours and\or gossip	41
Inappropriate and unfair application of other work policies or rules	31
Social exclusion	30
Inappropriate and unfair application of performance management practices	29
Harassment based on a personal characteristic	27
Physical abuse	23
Inappropriate and unfair application of fitness for duty assessments	6
'Initiations' or pranks	6
Covert undermining/being patronized/micro-managed	5
Professional isolation	3
Unachievable demands	2
Other	10

Incidence of Reporting Bully/Harassment

■ Reported the Incident ■ Did not Report



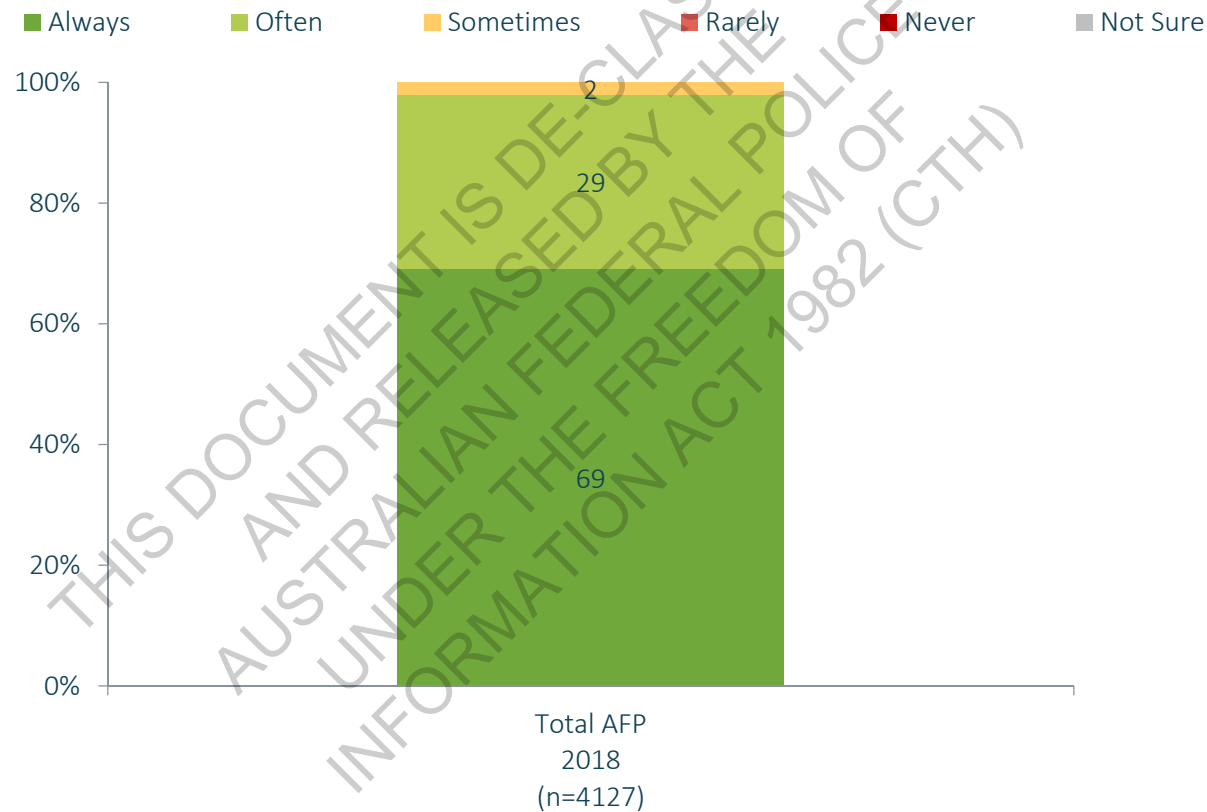
Who was it reported to?



- Supervisor (74%)
- Addressed it with the staff member directly (40%)
- Safe Place (36%)

AFP Core Values

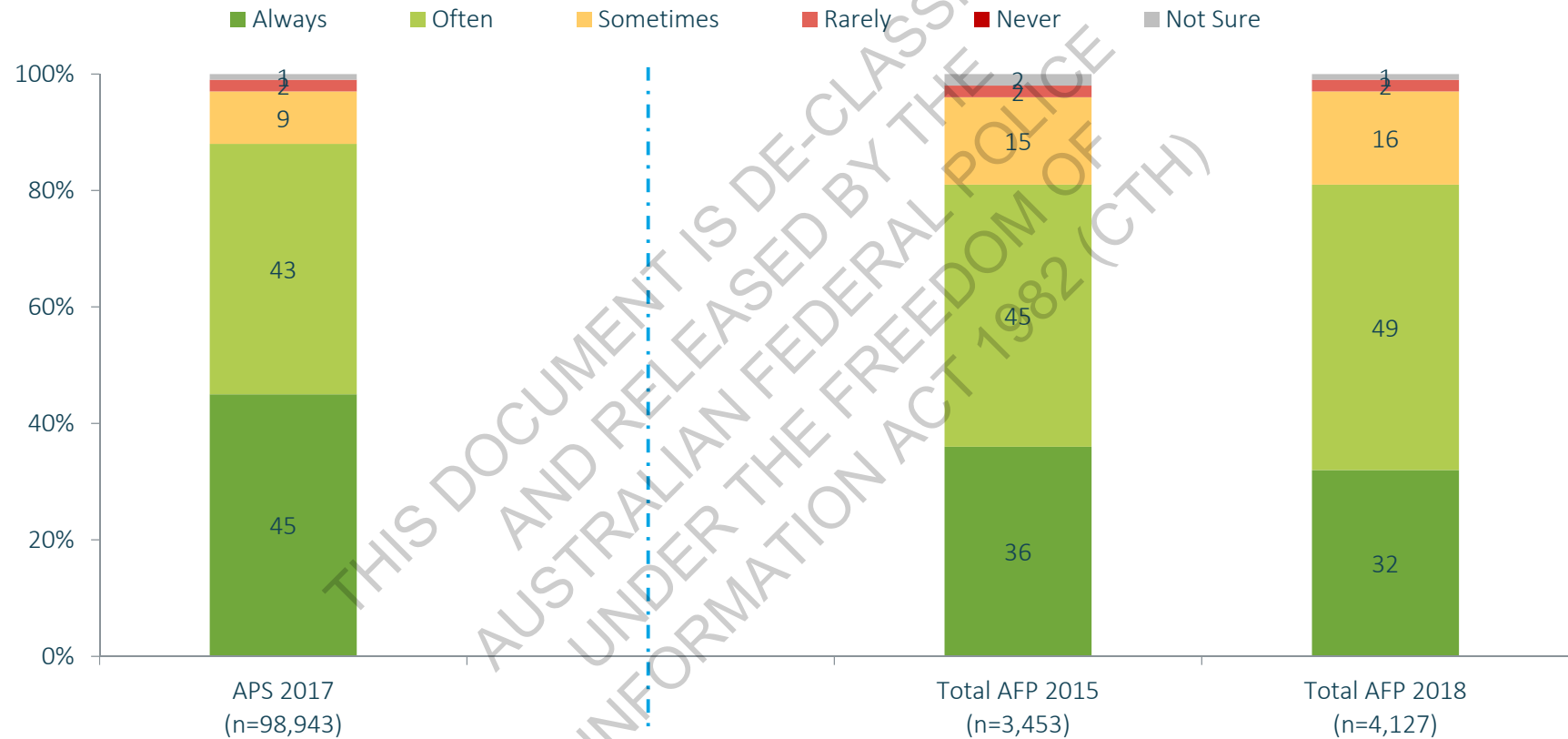
Frequency of Personally Acting in Accordance with AFP Core Values



Q24. Based on your contribution in the workplace, how frequently do you act in accordance with the AFP Core Values in your everyday work

Base: All respondents (n=4,127)

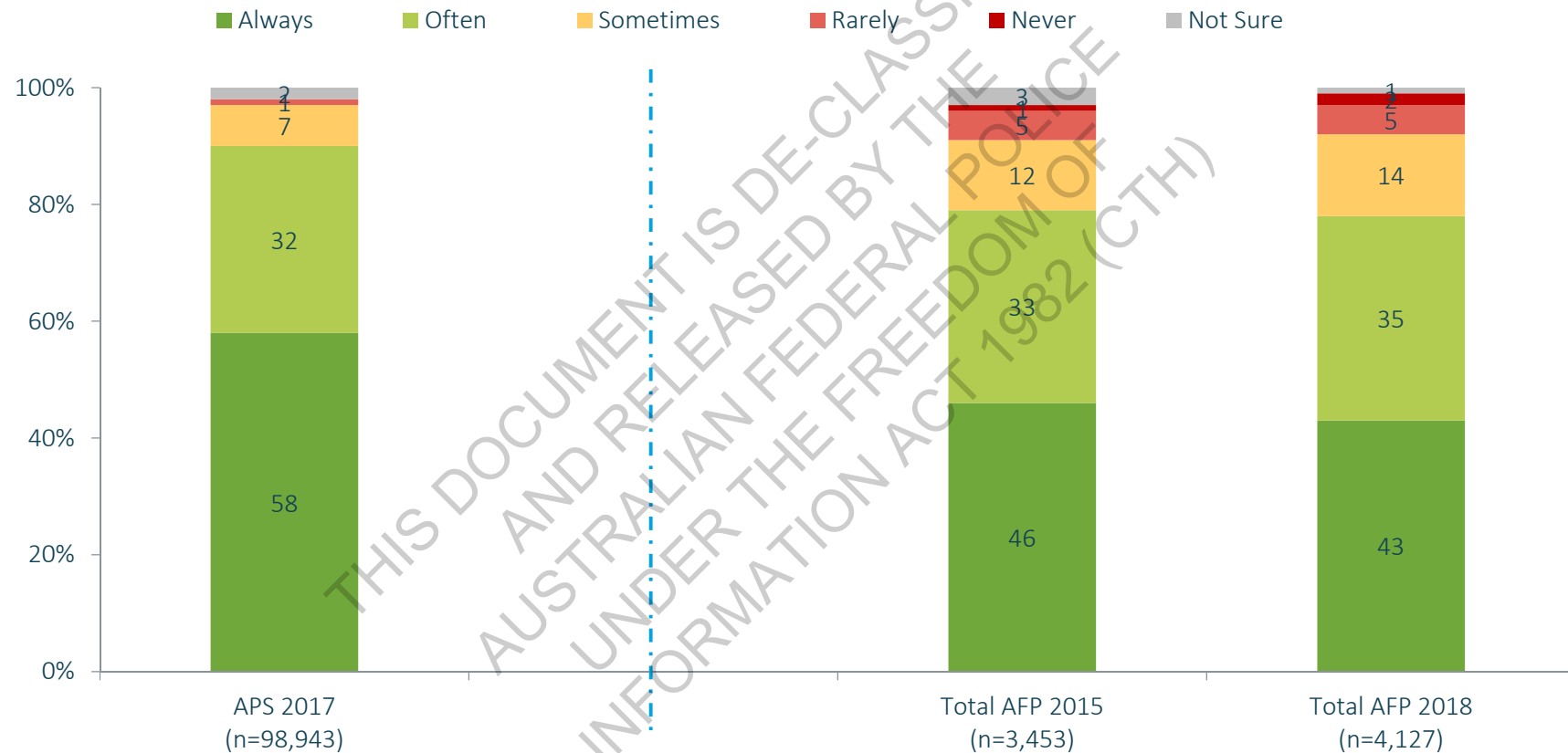
Frequency of Colleagues Acting in Accordance with AFP Core Values



Q23. Based on your experience in the workplace, how frequently do colleagues in your immediate work group act in accordance with the AFP Core Values in their everyday work?

Base: All respondents (n=4,127)

Frequency of Supervisor Acting in Accordance with AFP Core Values

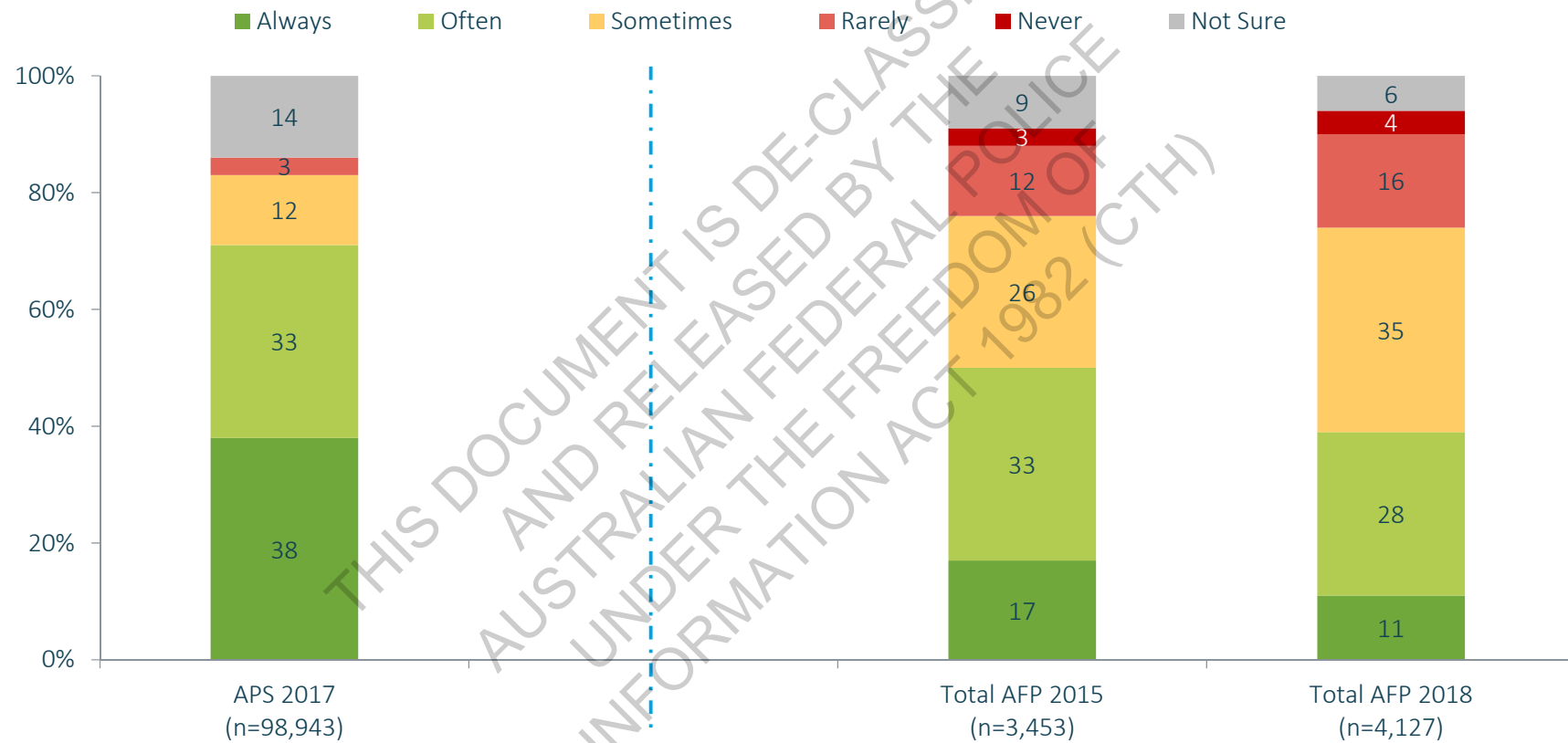


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Q22. Based on your experience in the workplace, how frequently does your current supervisor act in accordance with the AFP Core Values in their everyday work?

Base: All respondents (n=4,127)

Frequency of Senior Leaders Acting in Accordance with AFP Core Values

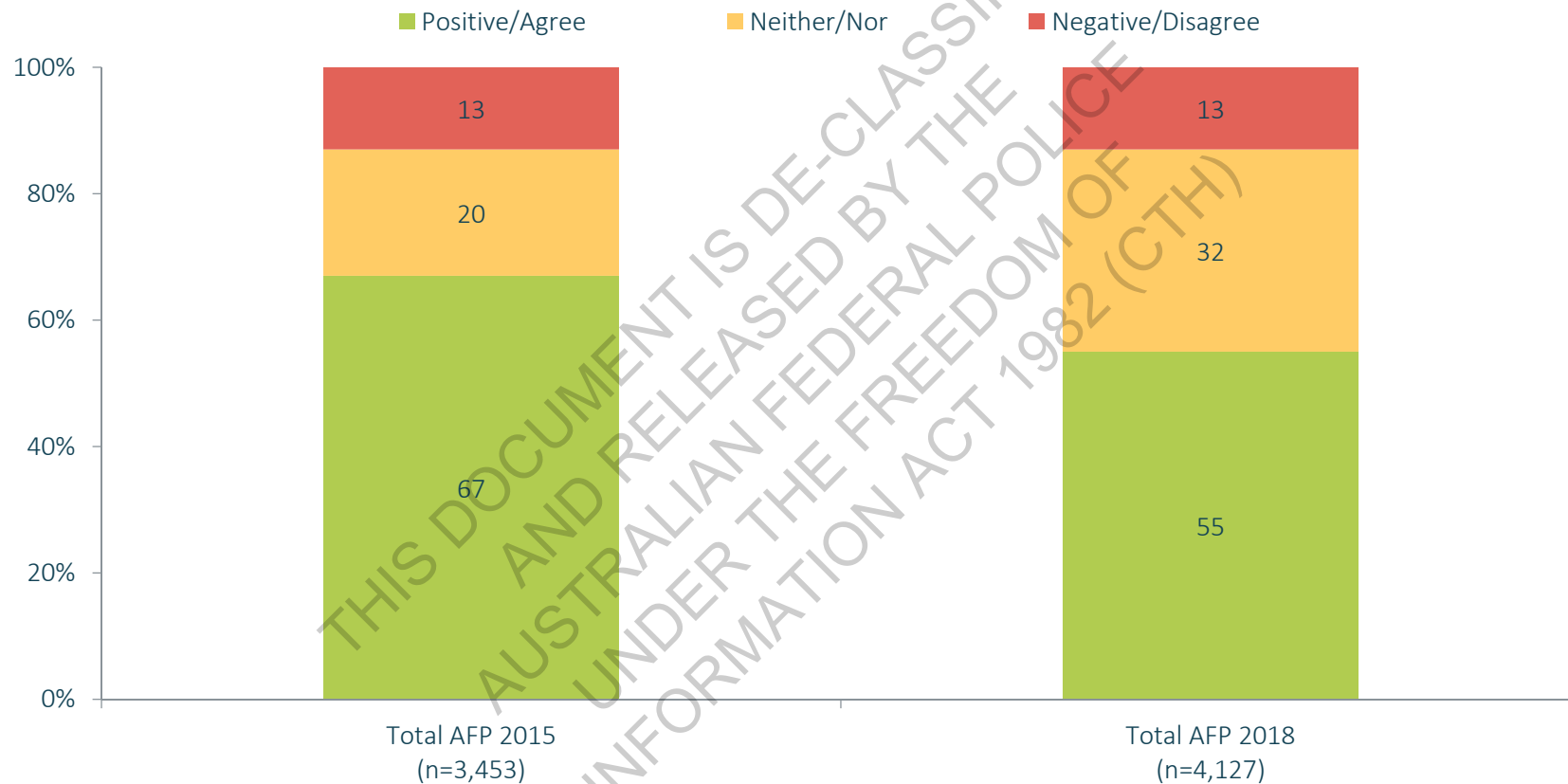


Q21. Based on your experience in the workplace, how frequently do senior leaders act in accordance with the AFP Core Values in their everyday work?

Base: All respondents (n=4,127)

Staff Engagement

Perceptions Relating to 'Engagement'



Total AFP 2015
(n=3,453)

Total AFP 2018
(n=4,127)



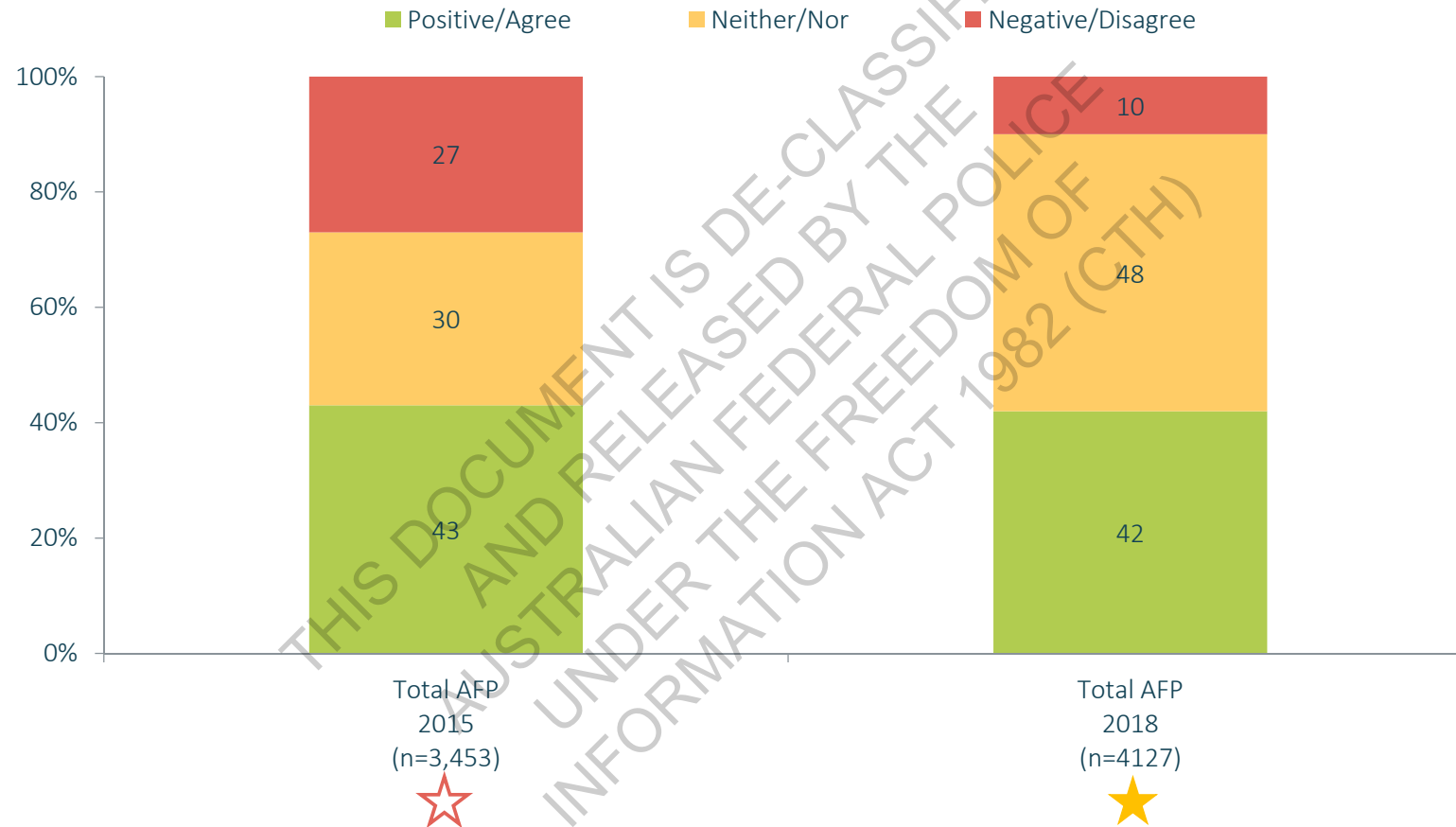
Q11a. I am proud to work in the AFP
Q11c. The AFP inspires me to do the best in my job
Q11k. I feel a strong personal attachment to my organisation
Base: All respondents (n=4,127)

Q11b. The AFP motivates me to help achieve its objectives
Q11d. I am willing to put in extra effort to get the job done
Q11l. I would recommend the AFP as a good place to work

Leadership

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Perceptions Relating to 'Leadership'

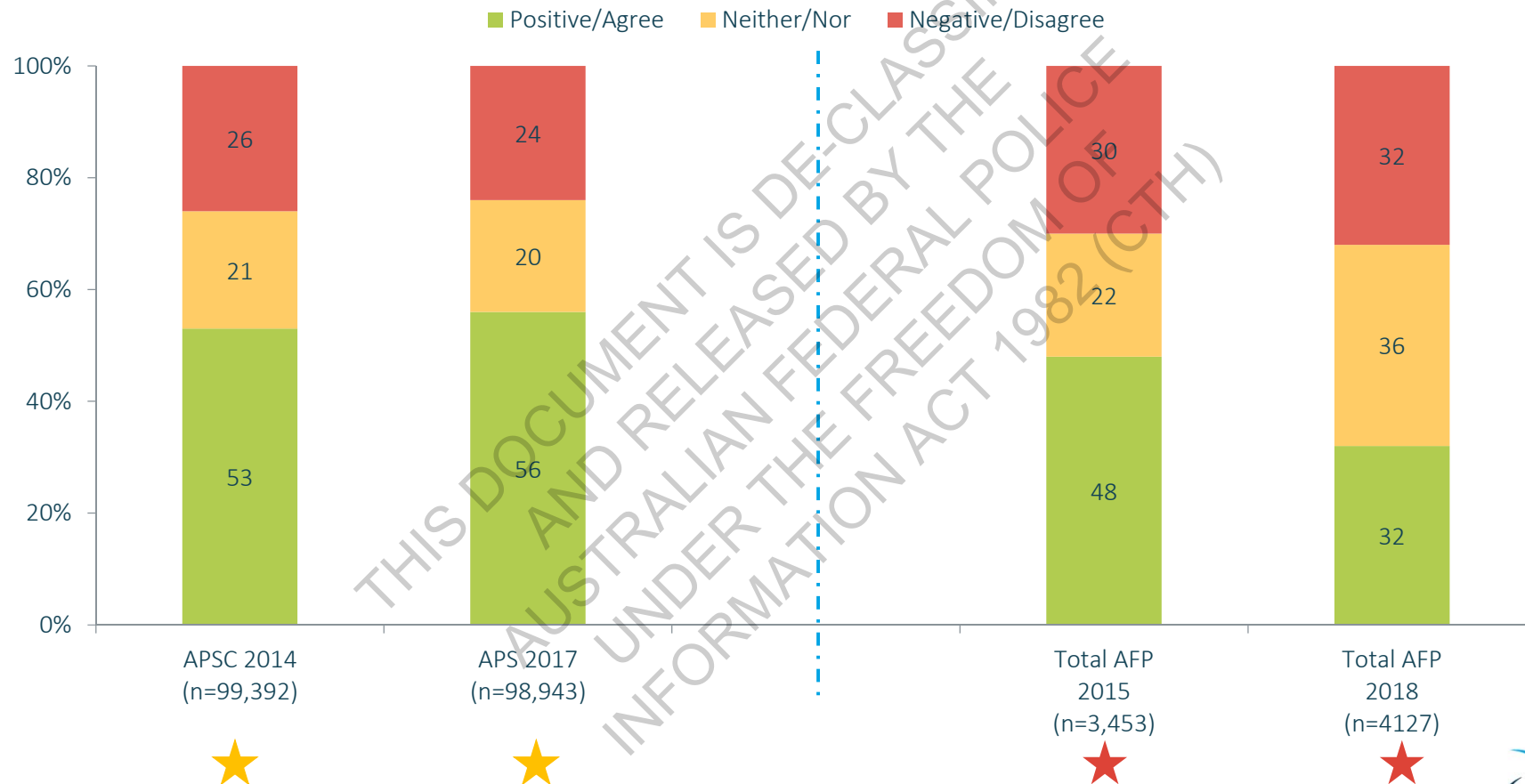


Q20a. In the AFP, communication between senior leaders and other employees is effective
 Q20c. Senior leaders ensure that work effort contributes to the strategic direction of the AFP
 Q20e. In my team, communication between my supervisor and team members is effective
 Q20g. My supervisor invites input from others in discussion
 Q20i. I have a responsibility to demonstrate leadership within my team

Q20b. Senior leaders effectively lead and manage organisational change
 Q20d. I believe the senior leaders in the AFP are a collegiate and collaborative leadership group
 Q20e. My supervisor appropriately deals employees that perform poorly
 Q20h. My supervisor deals with team members who are not demonstrating behavior consistent with AFP values
 Q20j. I help others to feel appreciated and valued

The Working Environment

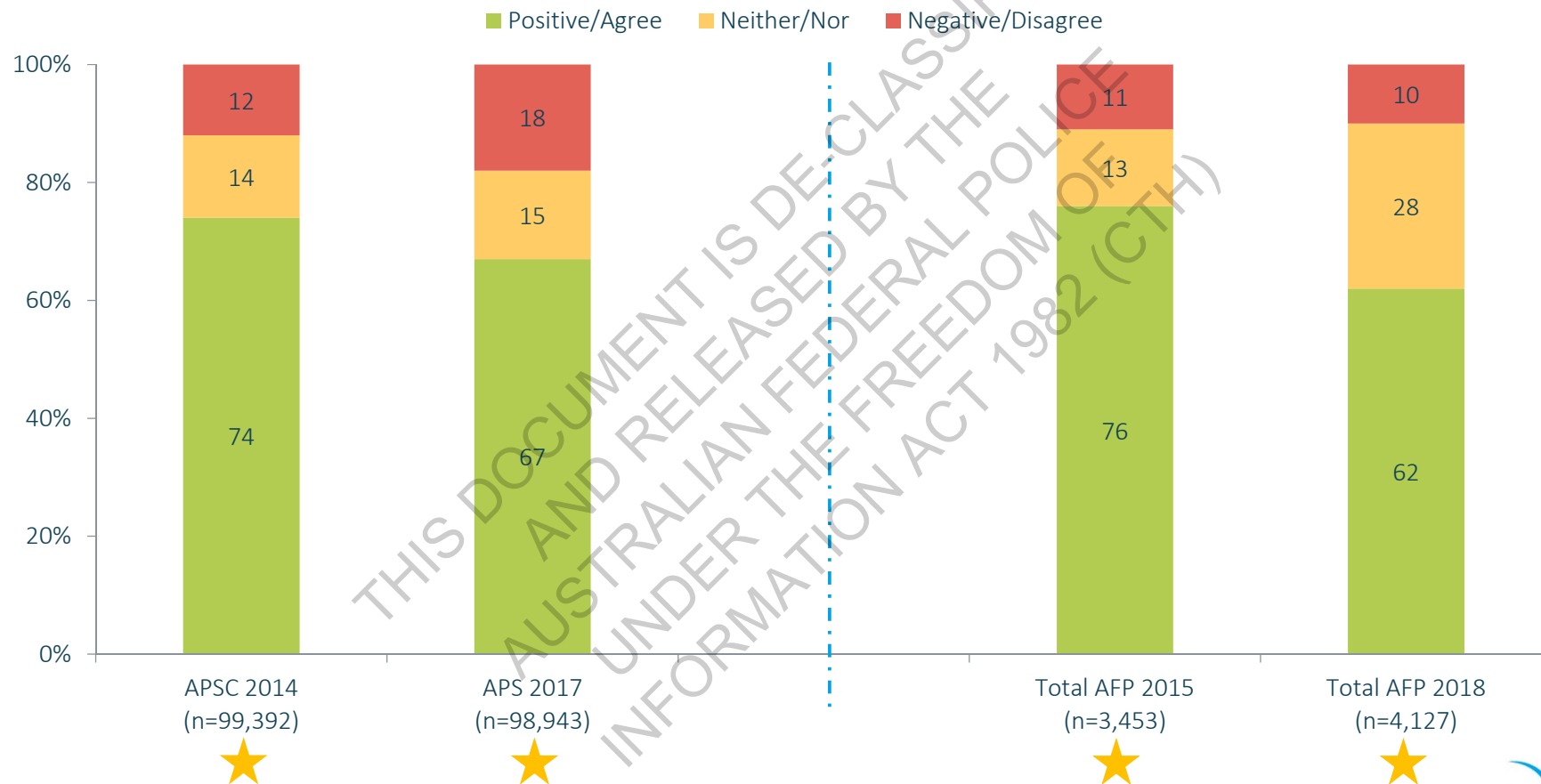
Perceptions Relating to 'Performance Development'



Q11e. I am satisfied with the recognition I receive for doing a good job
 Q11g. I am satisfied with the opportunities for career progression in the AFP
 Base: All respondents (n=4,127)

Q11f. My job gives me opportunities to utilise my skills

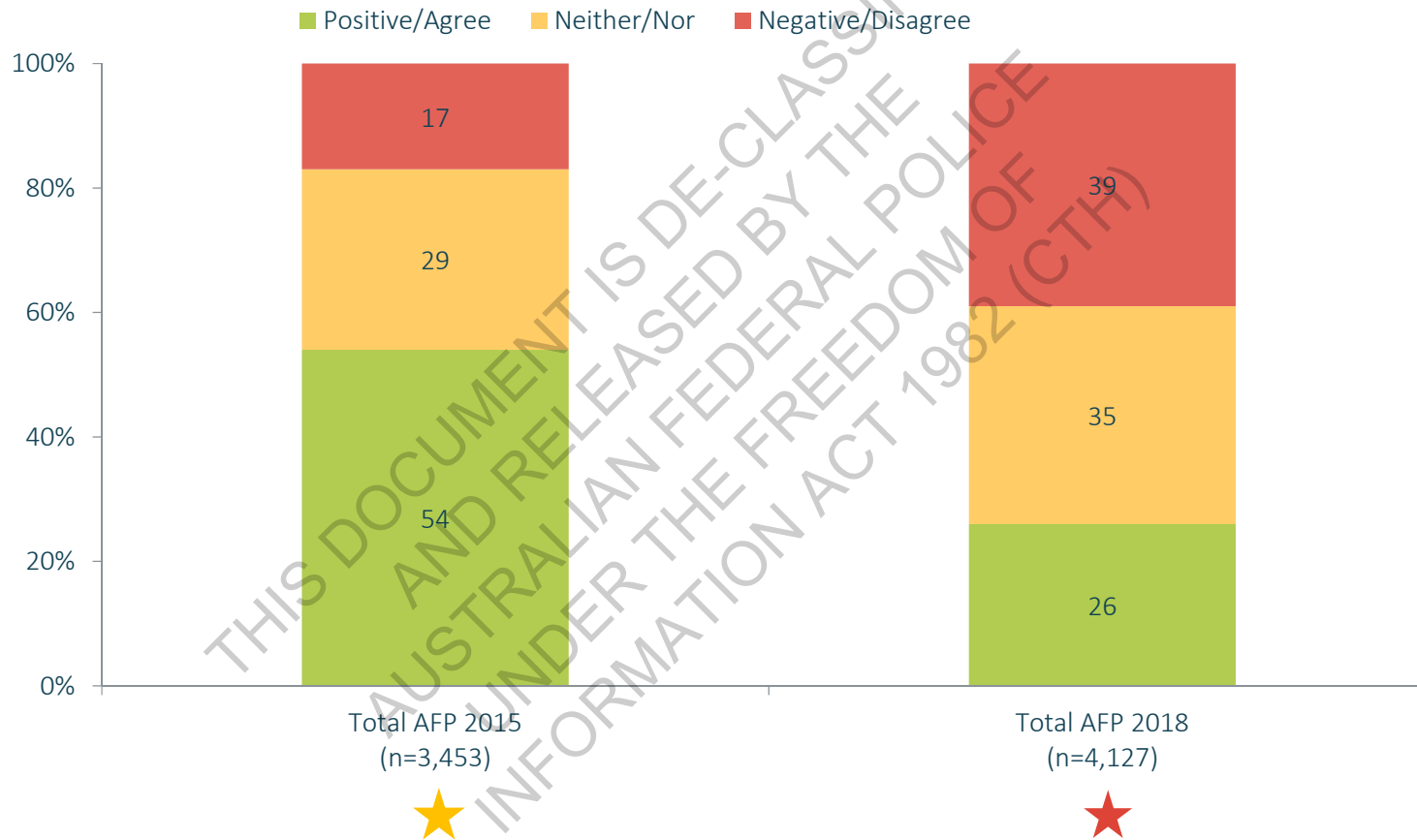
Perceptions Relating to 'Good Working Conditions'



Q11h. I am fairly remunerated for the work that I do
 Q11j. I am satisfied with the work-life balance in my current job
 Base: All respondents (n=4,127)

Q11i. I am satisfied with my non-monetary employment conditions (leave, benefits)

Perceptions Relating to 'Workplace Health & Safety'

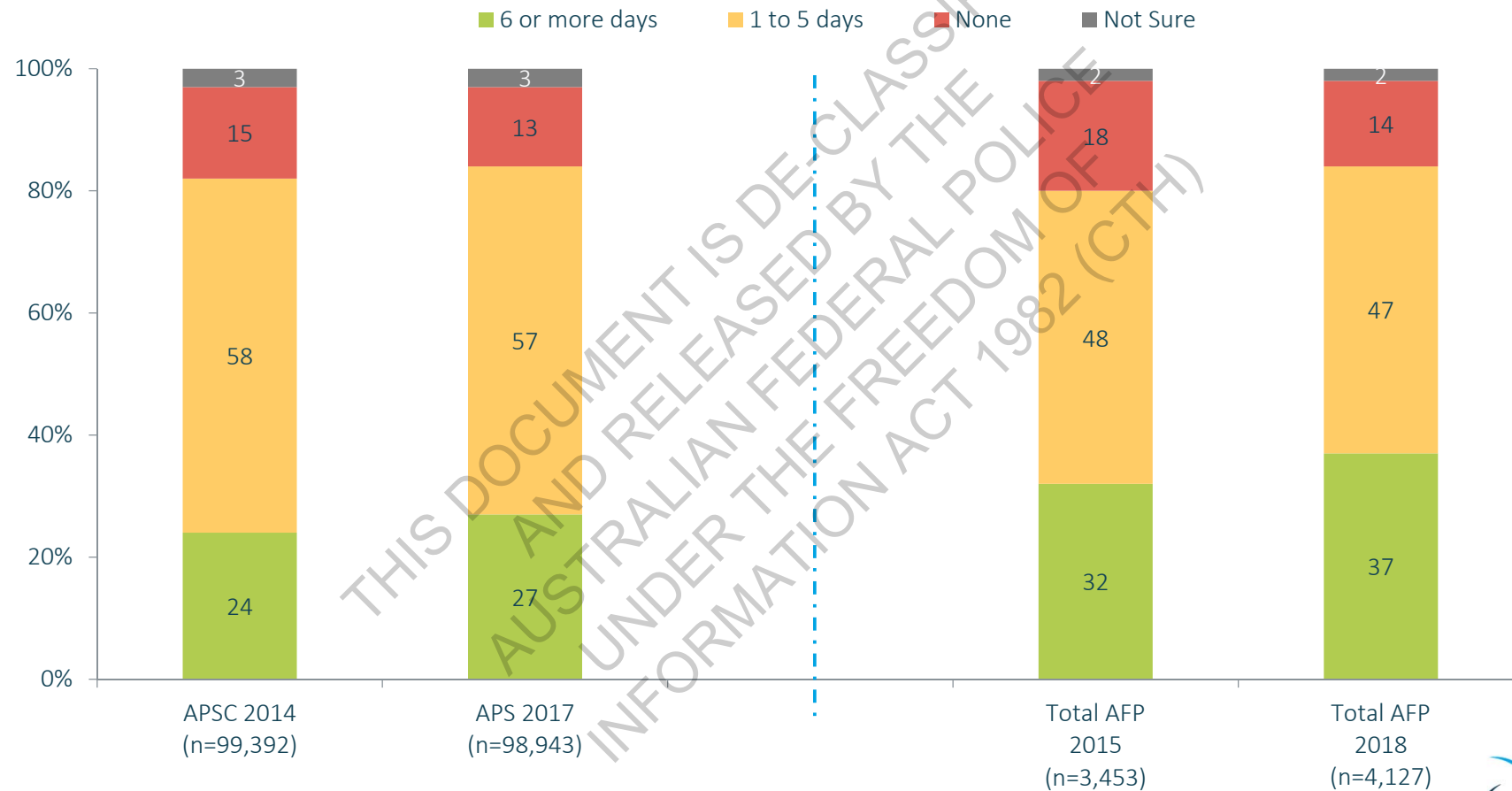


Q12e. The AFP genuinely cares about employees being "Health and safety first"
Base: All respondents (n=4,127)

Q12f. The AFP supports employees who are injured or become ill due to work

Training

Time Spent on Formal Education & Training

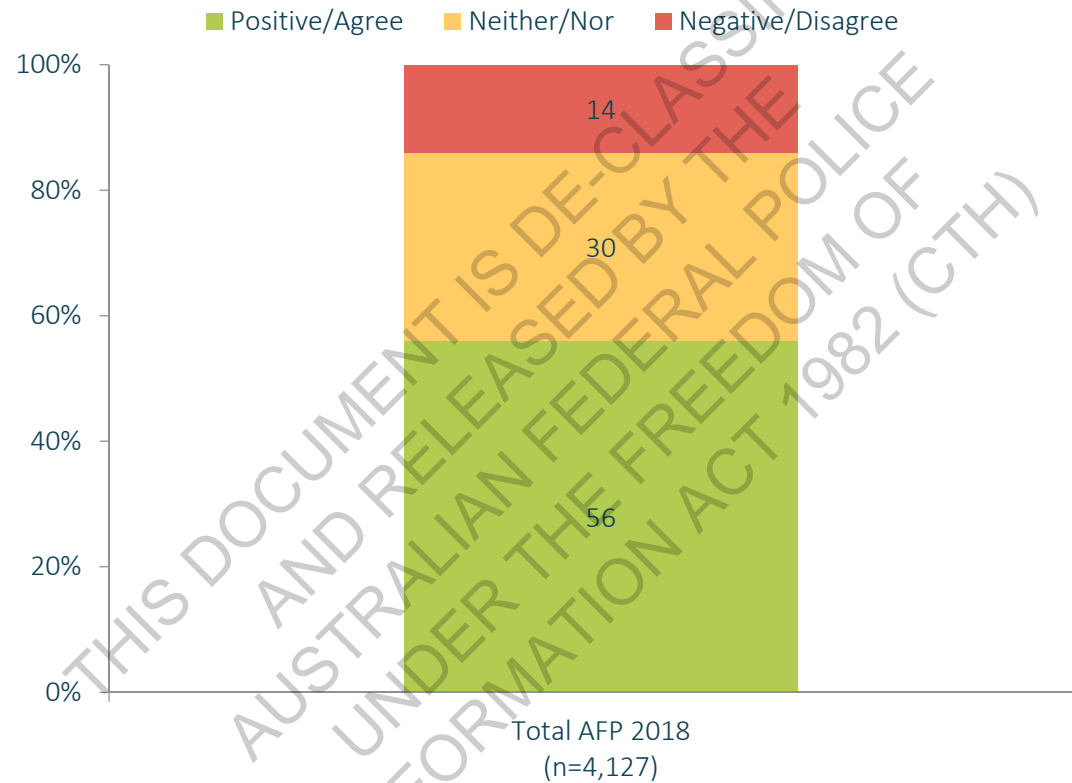


Q15. During the last 12 months, how much time did you spend in formal training and education?

Base: All respondents (n=4,127)

Flexible Working Arrangements

Perceptions Relating to 'Flexibility'



Q46a. My working time can be flexible

Q46c. I am satisfied that the AFP has sufficient flexible work options

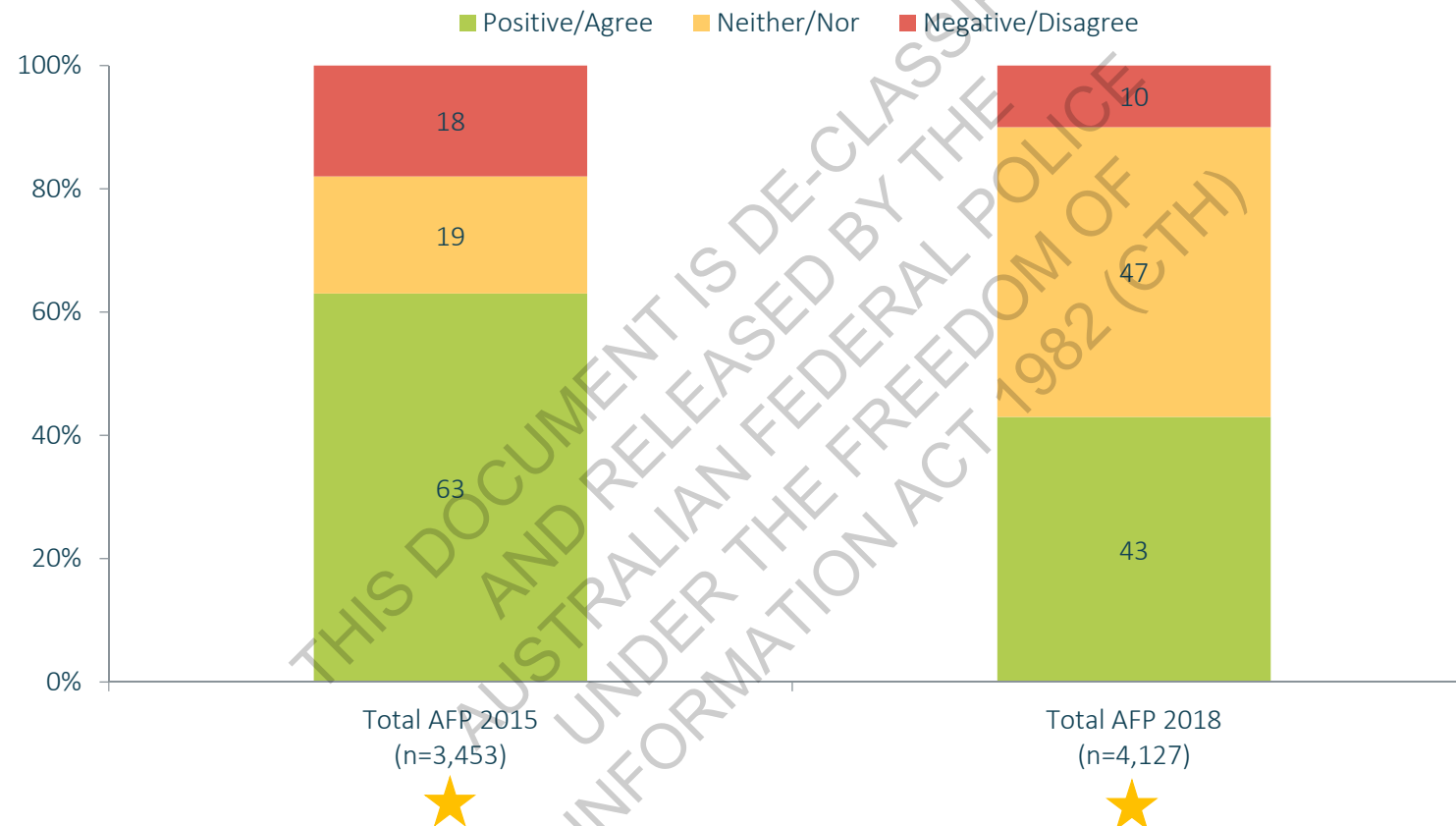
Q46d. My supervisor supports me to work in a flexible manner within the general bandwidth of 0600 – 2000 Monday to Friday without a formal flexible work arrangement being in place

Q46b. I feel supported by my supervisor to access a flexible working arrangement should it be required

Communication

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Perceptions Relating to 'Communication'



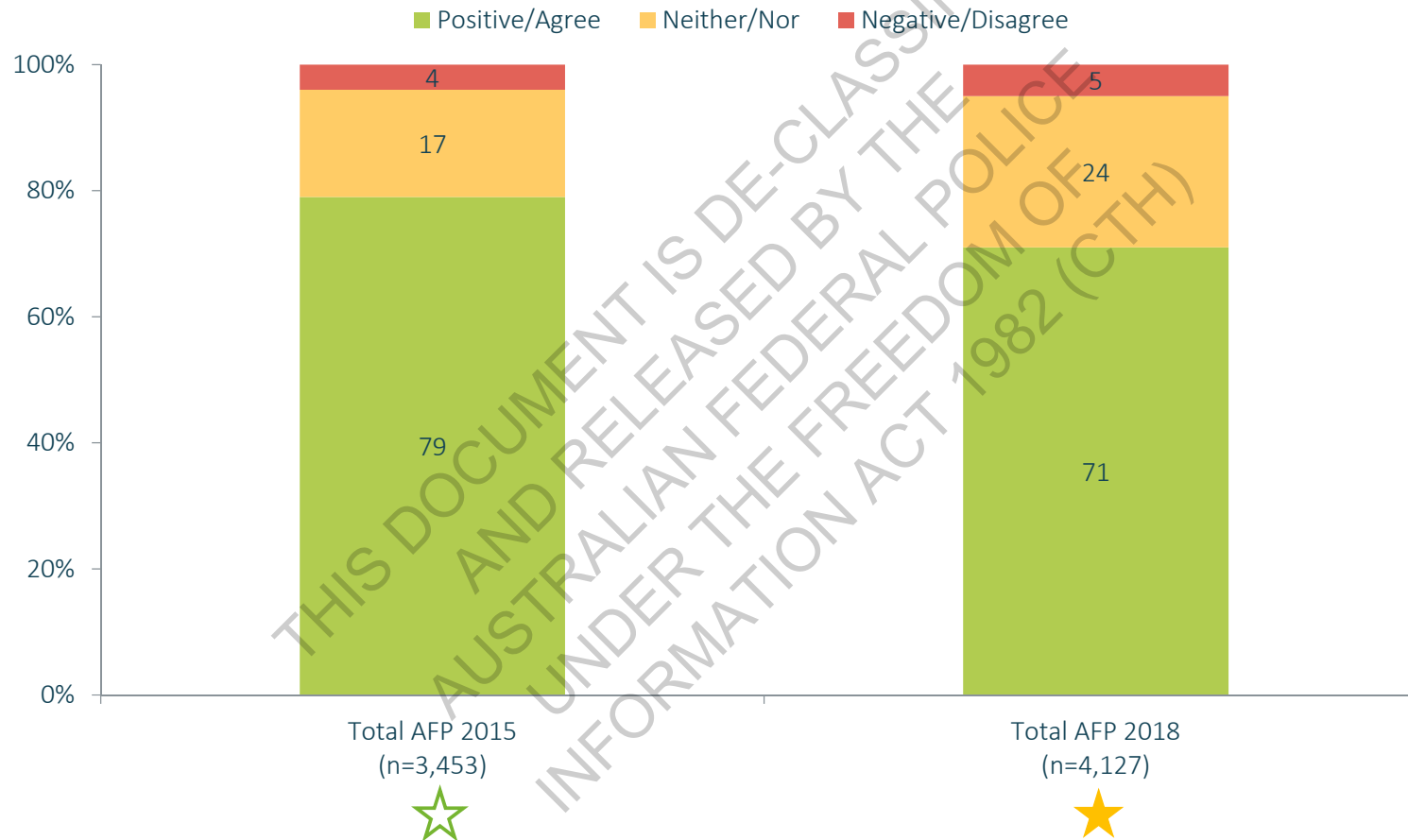
Q12a. Internal communication within my agency is effective
 Q20a. In the AFP, communication between senior leaders and other employees is effective
 Q25q. I understand how my work fits into the overall aim of the organisation

Q21ee. My supervisor encourages me at work
 Q20d. In my team, communication between my supervisor and team members is effective
 Q25aa. I can talk to my supervisor about something that has upset or annoyed me about work
 Q21bb. My colleagues are willing to listen to my work-related problems

Diversity

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Perceptions Relating to 'AFP Diversity'



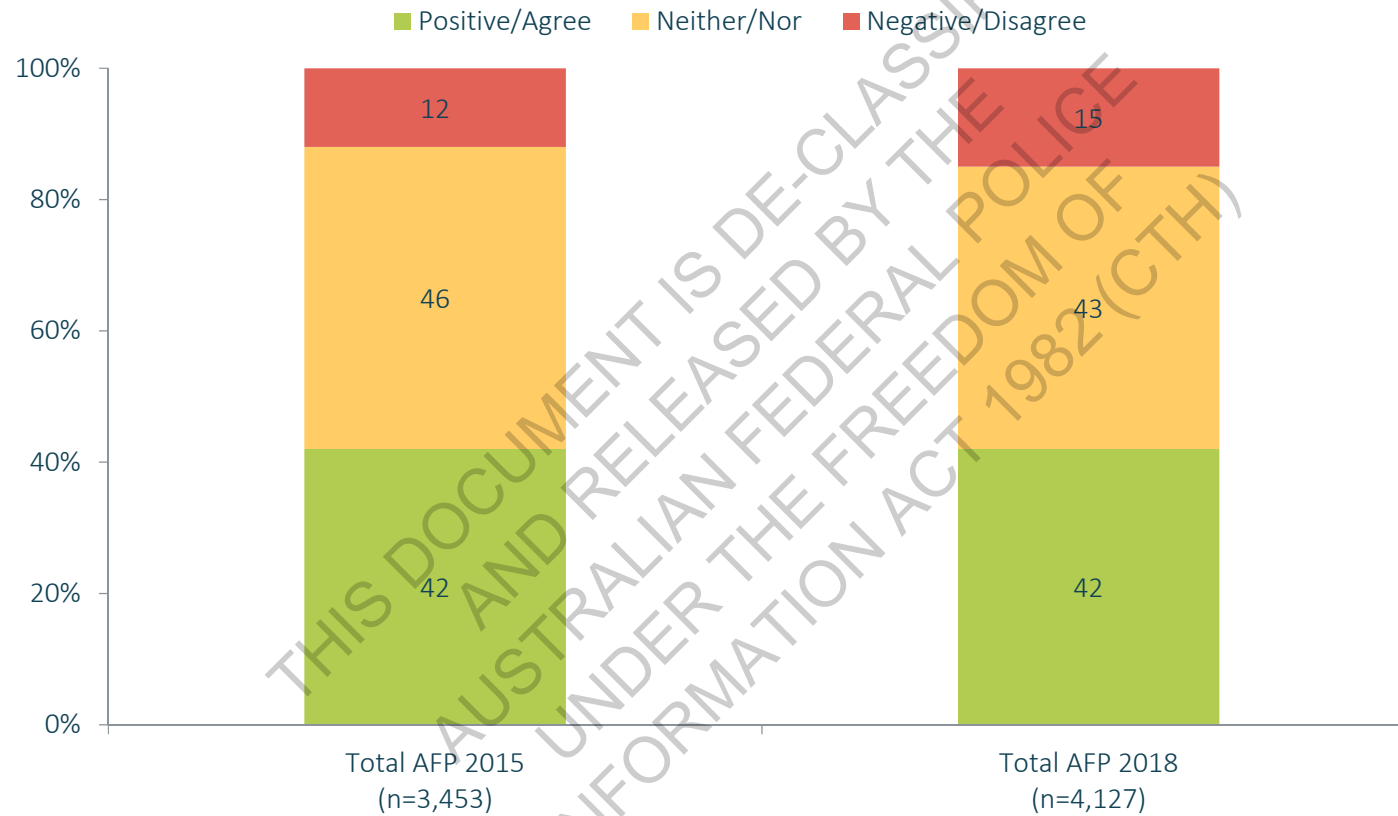
Q13a. The AFP is committed to creating a diverse workforce

Q13b. The AFP is committed to addressing diversity including gender balance to ensure both male and female employees have the same opportunities

Base: All respondents (n=4,127)

Q13d. The people in my work group are accepting of people from diverse backgrounds

Perceptions Relating to 'Supervisor Displays of Diversity'



Q13c. My supervisor gives me time to participate in activities that promote workplace diversity

Q13d. My supervisor participates in activities that promote workplace diversity

Base: All respondents (n=4,127)

Code of Conduct

Code of Conduct

Question	% YES N=4,127 %
Would report corruption / misconduct	94
Know how to report corruption / misconduct	93
Aware of AFP authorised officers for Public Interest Disclosure	40
Have observed corruption / misconduct	13

Numbers in brackets represent the proportion that responded with 'Yes'

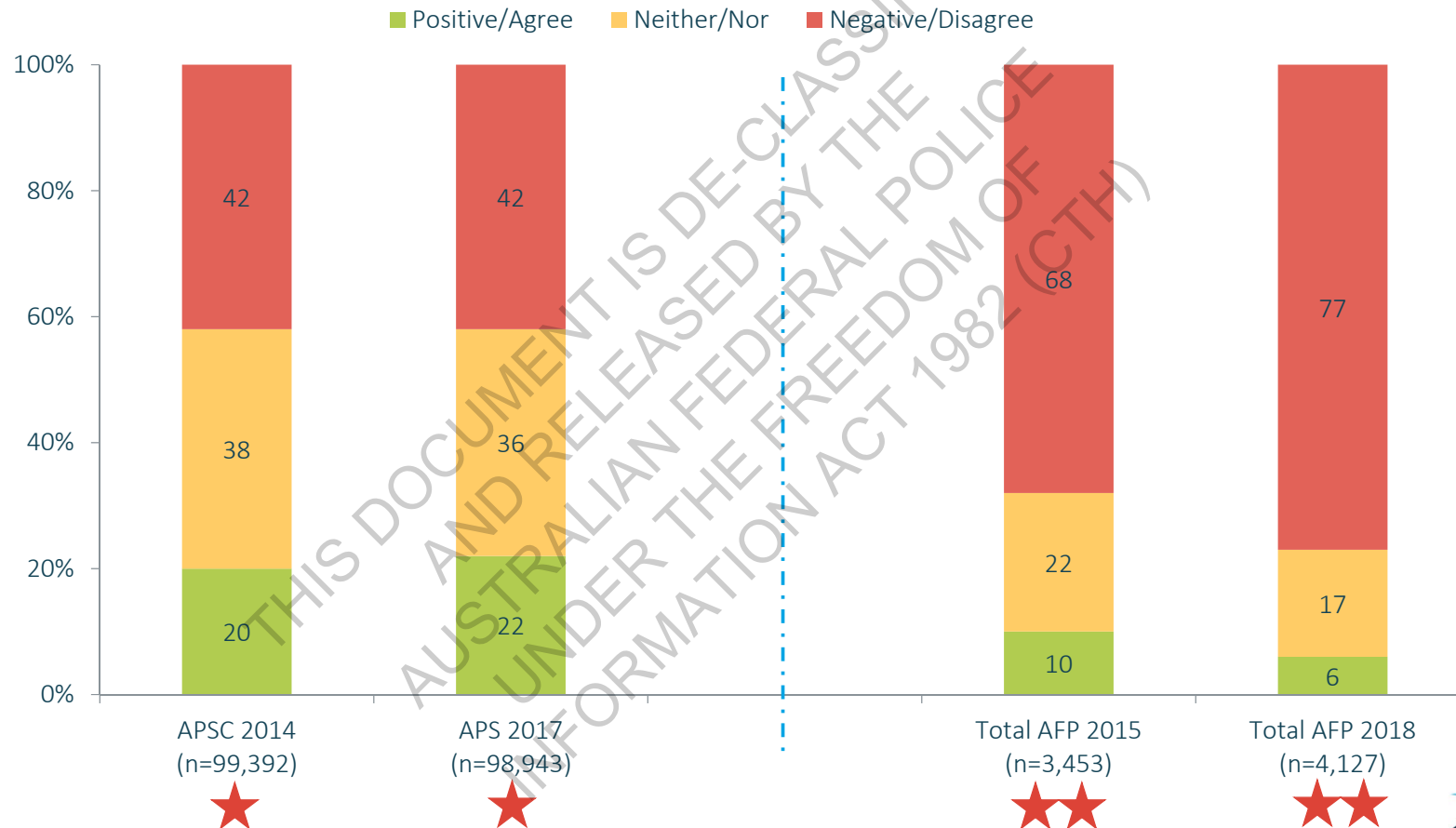
* WARNING: Small Base Size

Q47a. I have observed corruption \ misconduct in the AFP
Q47c. I know how to report corruption \ misconduct
Base: All respondents (n=4,127)

Q47b. I would report corruption \ misconduct in the AFP if I observed it
Q47d. I am aware of who are the AFP's authorised officers for the purposes of a Public Interest Disclosure

Effective Administrative Processes

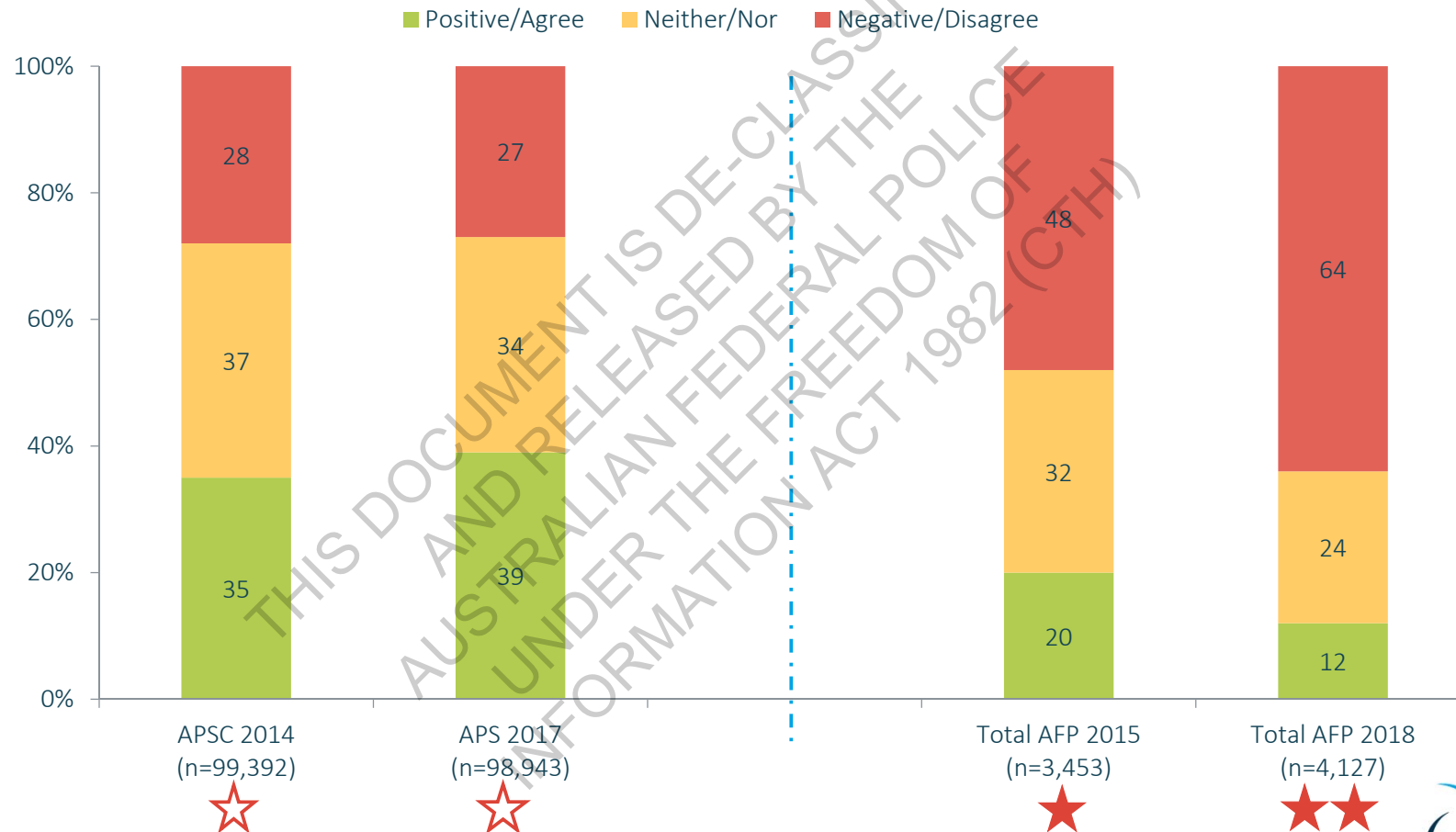
Perceptions Relating to 'Performance Management'



Q12b. The AFP deals with underperformance effectively

Base: All respondents (n=4,127)

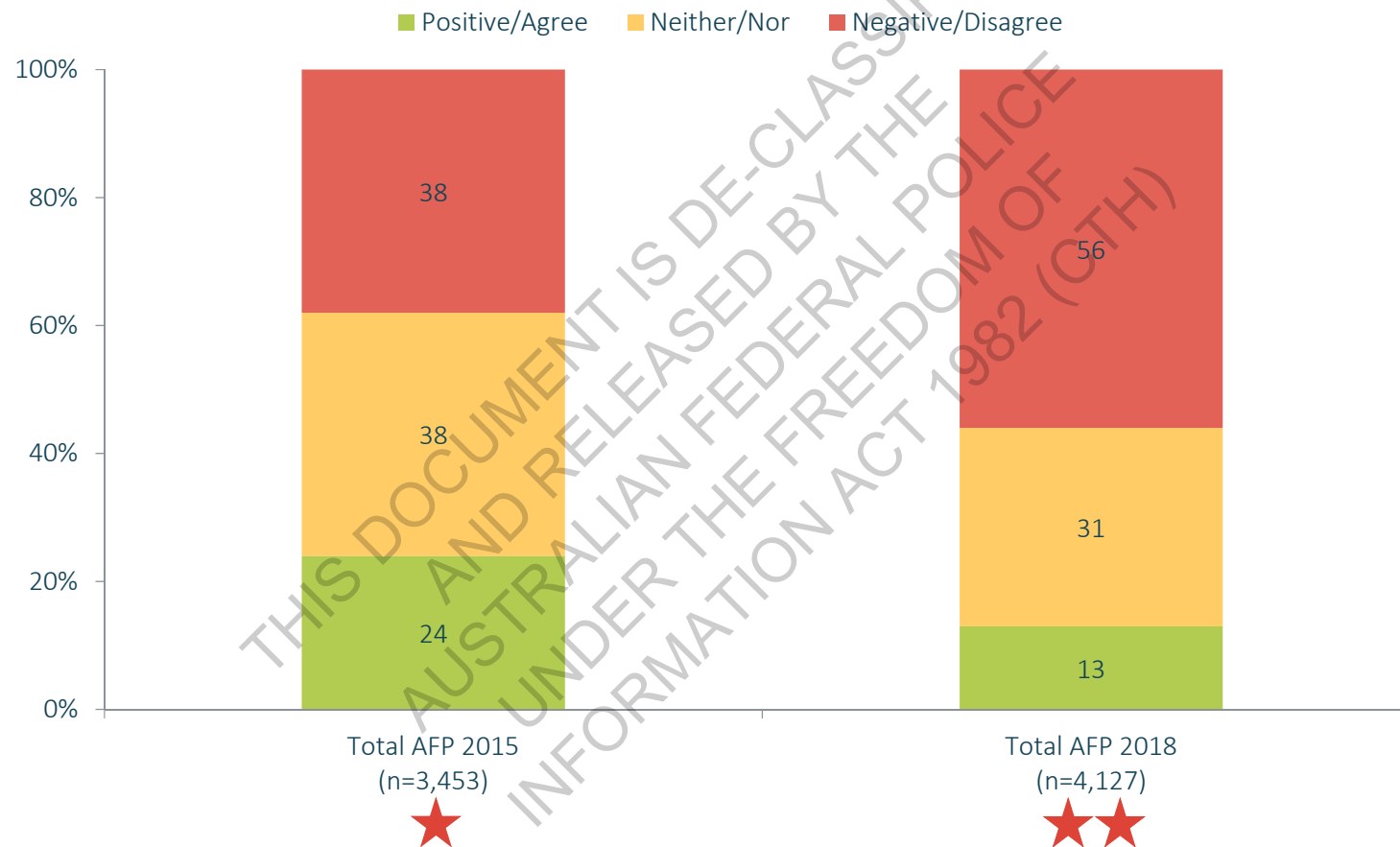
Perceptions Relating to 'Application of Merit'



Q12c. The AFP applies transparency and fairness in decisions regarding engagement and promotion

Base: All respondents (n=4,127)

Perceptions Relating to 'Employee Grievances'

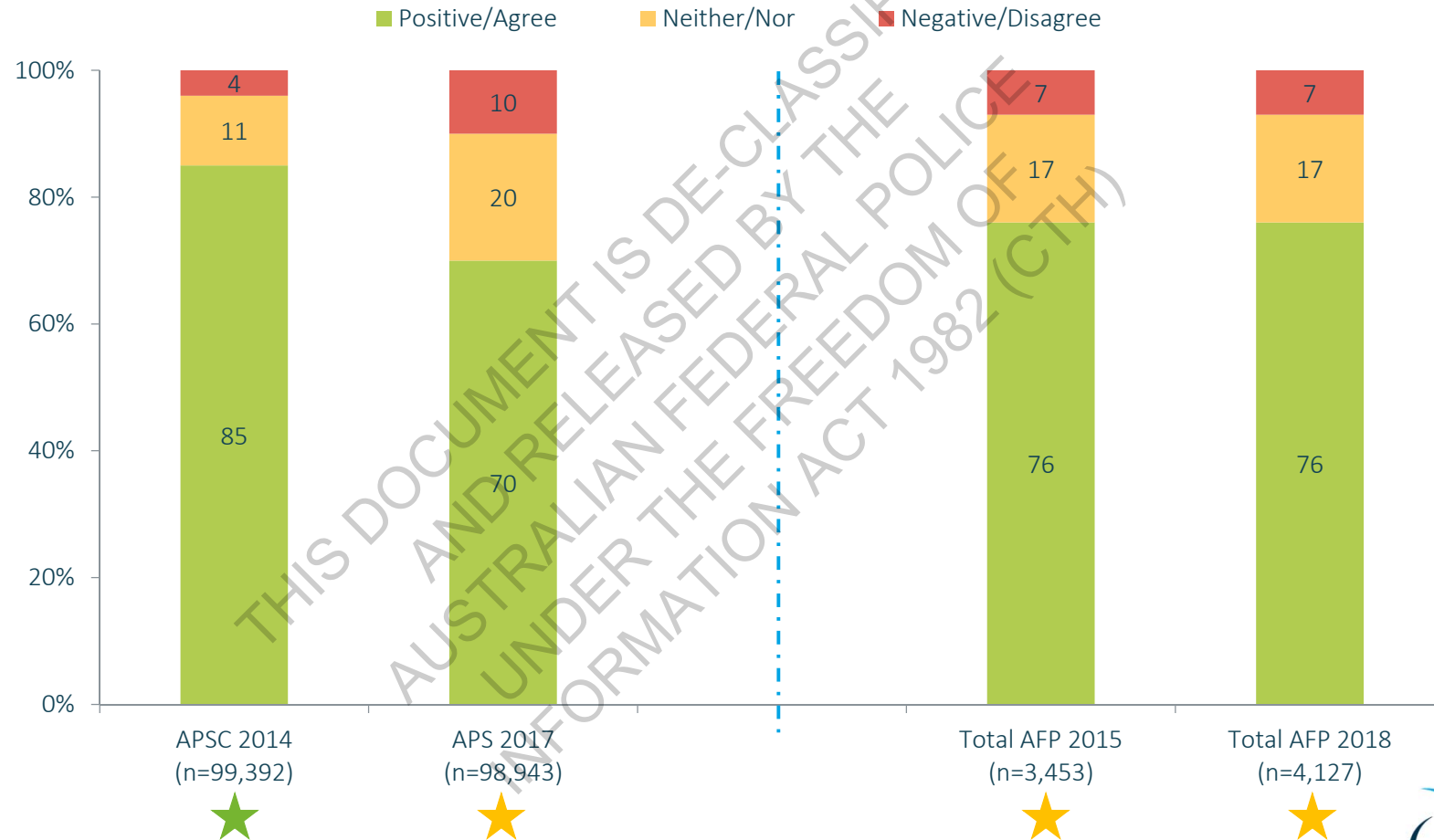


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Q12d. I have confidence in the processes that the AFP uses to resolve employee grievances

Base: All respondents (n=4,127)

Perceptions Relating to 'Risk & Fraud Policies'



Q12g. I am aware of my agency's policies for managing risk and fraud or know where to find them

Base: All respondents (n=4,127)

Topline Summary

Topline Summary

- In overall terms the 2018 results appear to be **less positive than those from 2015**.
 - As suggested in the open-response question at the end of the survey, this may have been **impacted by the Enterprise Agreement process** that staff had experienced prior to the fieldwork period.
- While positive perceptions decrease in most areas, the **negative responses also declined** in many areas (resulting in large increases in the mid-level responses).
 - This may be an outcome of a larger (and therefore **more representative**) sample being achieved for the 2018 study.
- By Band the results tend to follow a pattern that shows **more positive perceptions amongst the more senior ranks**, with positive perceptions being lower amongst the lower Band employees.
 - This suggest the need for **greater focus on the lower Band employees** in future years.
- In terms of employment category, the Professional staff tended to be more positive than other employees, while the **Protective Service Officers** tended to be somewhat less positive.

Topline Summary

Positive outcomes for future consolidation

- In terms of outright 'strengths', **clarity of workplace Role** was the only aspect classified as an outright strength for the organisation.
- **Training** was an area where improvements are evident:
 - There was both an increase in the proportion of respondents indicating that they had received **six or more days of formal education and training**, along with a decrease in the proportion indicating that they didn't receive any such training.
- There were also a few areas where the **classification improved** (primarily due to decreases in negative perceptions):
 - Workplace **Demands** (from an opportunity area to a mid-ranging outcome)
 - The **Leadership** aspect (from a borderline opportunity area to a mid-ranging outcome)

Topline Summary

Areas for future focus

- The area of **Performance Management** was a **key opportunity** area for the organisation, as well as for all employment categories and all Bands. As such, this should be the main area of focus moving forward.
- **Employee Grievances** and (to a slightly lesser degree) **Application of Merit** were also areas in need of attention.
 - While they were both classified as 'key opportunity' areas for the organisation, there was **more variation** (between employment categories and Bands, as well as between Functions and Locations) with these aspects.
 - Regardless, there were also **decreases in positive perceptions** for each of these three aspects.

Additional Feedback

Further Comments

Comment	Total AFP N=4,127 %
No further comment	47
The EA negotiation has been disgraceful/ridiculous/has caused me to lose trust	5
Morale is terrible/I have never seen it so low/a lot of people are looking to leave AFP /I am disheartened	5
Executive doesn't \ Leaders don't practice AFP values \ what they preach\ all talk and no action	3
Proper merit based processes need to be implemented quickly \ not according to gender \ if you aren't a minority you are discriminated against	3
Underperformance/bad behaviour needs to be managed properly/especially when senior people are involved	3
There is little faith in Management level staff \ inconsistent \ unsupportive \ don't understand	2
Employ more staff in all areas/we are terribly understaffed	2
AFP should implement a more structured advancement program \ career planning \ people need a career path	2
There is way too much emphasis on cultural change/diversity etc./it has gone way too far	2
The AFP is a great organisation to work for	2
Not everyone/not all the mid managers support the Commissioner's vision/there is still a strong culture of negativity	2
The de-identification process has not worked/promotional process needs a complete revamp	2
The AFP still remains a old boys club in many circles / nepotism remains	2
I am/people are still being bullied \ the issue is not being dealt with /realise that it is often senior people who are the bullies	2
There needs to be more communication \ proper communication \ not by email \ especially re changes affecting us	2
Other	42
Don't know	10

Q56. Do you have any further comments?

Base: All respondents (n=4,127)

Suggested Changes

Suggestion	Total AFP N=4,127 %
A more fair, merit based system of promotion \ recruitment \ opportunities \ have exams	7
Greater transparency \ accountability in actions \ decisions	5
Nothing	4
The EA was a disgrace/make sure it doesn't happen again/maybe put management and staff on the same EA!	4
Better management of work force planning \ and individual career directions	4
Upgrade our IT/technology/we need to be up to date, efficient	4
More staff \ appropriate staffing levels \ of 'workers'	4
Better performance management processes for underperformance \ actually be able to terminate bad staff \ assist Tls trying to manage bad staff	3
Overhaul the current leadership group/greater professionalism is needed/some are not supporting C's values/they need to lead	3
More regular communication \ meaningful communication \ regards change, employment issues	3
Remove gender targets/just get the best person for the job	3
Managerial \ leadership training for those in leadership roles \ or before they get there	3
Stop the nepotism and cronyism in the AFP	2
Less bureaucracy - paperwork, meetings \ process \ excess clunk \ duplication	2
Fix the promotion process/drop the de-identification	2
Treating all staff the same \ value them all \ sworn and unsworn \ senior and junior	2
More flexibility to move around \ gain new experience	2
More administrative support \ have admin people that actually support operations	2
Decentralise admin \ management from ACT	2
More training opportunities \ promotion courses \ don't hold them all in Canberra	2
Target bullying and harassment more than what is being done now / a lot of it is now by females	2
More focus on staff health \ well being \ invest in it	2
Other	61
Don't know	10

Q55. If you could make one practical and implementable change in the AFP, what would it be?

Base: All respondents (n=4,127)

Other organisations AFP could learn from

Comment	Total AFP N=4,127 %
Google	8
Australian Defence Force	5
Private Enterprise	3
Any State police force	2
Any organisation that (this company) promotes \ recruits on merit \ not agenda	2
DFAT	1
Victoria Police	1
Heaps of others/almost any other organisation	1
NSW Police	1
Any organisation that has its EA completed on time	1
ASIO	1
Any organisation that treats it employees fairly/doesn't just pay lip service to fairness	1
Apple	1
We shouldn't be modelling ourselves on other organisations/focus on creating our own culture	1
Other	24
Don't know/Not answered	58

Q54 Is there an organisation that you think has a good reputation with its employees that the AFP might learn from?

Base: All respondents (n=4,127)



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2018 Staff Survey

AFP

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